Insights

tts Forum 2016/2017

tts
knowledge
matters.

"It is our mission
to raise workplace performance
by making the best and
most relevant knowledge available
to employees."

Hermann Ude
tts

Performance Support & Software

Learning

Contents

Talent Management

Impressions & Prospects

We Are Living through Exponential Times

... in which the cloud is the new normal

HERMANN UDE | CHIEF EXECUTIVE OFFICER, TTS

Digitalization is bringing about technological innovations at a breathtaking pace. Ever more rapid changes to employees' roles and tasks are putting organizations under huge pressure – so cloud solutions are like manna from heaven! On the other hand they also imply a shift in roles within the organization, including greater control and accountability for corporate leadership and new tasks for IT and HR.

The volume of available information is currently doubling every two years. In other words, around half of the knowledge acquired by a student in their first semester could be out of date by the third semester. Innovation cycles are getting shorter and shorter. The radio needed 38 years to reach 50 million users. Facebook took just two years. With data volumes expanding at incredible rates, while its shelf life is getting shorter, companies have to think hard about how to make knowledge available to their employees in concrete work situations. It's a topic that should be top of the agenda on every digitalization project.

The challenge: ever-faster turnover of internal and external roles

Experts' forecasts regarding the next round of technical developments – insofar as they still dare to make them – constantly fall short of reality. "Trends are developing faster and with a greater intensity than any of us expected. Digitalization has catapulted us into an era of exponential change," emphasized **tts** CEO Hermann Ude. "And this impacts the world of work." On average a European employee spends less than three years performing the same task at their company – on top of which employee turnover is running at almost 20 percent. "This means that around 50 percent of all employees are in their first year of a new job, which in turn poses the question of how to provide effective learning and support 'on the job'," Ude added. "If you embark on a project for a new application with 5,000 users, you'll have to train not just 5,000 users but 15,000 over a four-year period." In such circumstances getting employees up to speed efficiently and effectively becomes a key organizational challenge.

Cloud: yesterday's future is today's standard

As recently as 2014 and 2015 cloud solutions were seen as a future trend. Recent data indicates that cloud is the new normal: 93 percent of companies are experimenting or already working in the cloud. In the meantime **tts** itself has implemented and is running numerous cloud solutions, including many in the banking, insurance and pharma sectors – precisely those sectors that had opposed the cloud for being insecure and risky. "Against this background we are obviously delighted that Amazon Web Services honored us with the coveted WD-40 Award for best-in-class cloud implementations," Ude continued. He sees a clear shift in responsibility for IT innovation in this trend towards cloud computing.

The decision to implement a cloud-based application is increasingly taken by operational executives, sometimes without even bothering to ask the IT department. "In more than a third of companies the decision to acquire and implement a cloud application now falls to sales managers, service center managers or business units." Little adjust-

"We are obviously delighted that Amazon Web Services honored us with the coveted WD-40 Award for best-in-class cloud implementations."

ments need to be made to the IT infrastructure and user numbers can be ramped up or wound down as required. People prefer to test-it-and-see rather than argue. In this new world the IT department is responsible for the long-term architecture and strategy, while it is HR's job to ensure that change management is handled professionally.

Turning knowledge into workplace performance

In their private lives employees receive unheard of levels of contextualized transparency on any sort of questions through google and the likes. This poses the question how companies equip employees with contextual information access in order to allow them to take better decisions and advise customers more effectively. It wasn't the cheapest drugstore chain that captured the German market, but the one that offered the best customer service. Likewise it's not the manufacturers of the cheapest equipment who capture world markets, but rather those who succeed in maximizing uptime with well-developed products and highly efficient field service. It is therefore particularly important to put the company's best knowledge at the disposal of employees at their workplace, so they can raise their performance to the max. And when we say performance, that applies to creativity and compliance as much as efficiency. With a development engineer this could, for instance, mean faster set-up and better documentation of a development space in the PLM system; for a field service technician it could mean direct access to all the relevant documents and service records; for a salesperson, superior knowledge of the current product portfolio.

This is why **tts** consultants start by looking at employees' actual workplaces and asking the customer what performance criteria are relevant for this workplace. As a second step they try to identify what knowledge is needed to raise performance further. Only then do they consider how best to deliver that knowledge at exactly the right moment and in the right context – by means of training, deftly localized e-learning, performance support, or else with a mobile corporate learning app.

It is not always possible to select a comprehensive approach to learning and performance support in the context of a narrowly scoped initiative. However, we do claim that our technology and services allow our customers to raise the performance of their workers on a sustainable basis in the workplace, thus turning knowledge into workplace performance. If we satisfy this aspiration together, we will succeed in raising employee competence, motivating teams and making your organization more successful.

Facts & Figures about tts:
- Owner-managed company with solid growth since 1998
- Full service vendor for talent management und corporate learning
- 500 customers and more than 4,500,000 **tts** software users
- 2015 awards:
  - Germany's leading e-learning vendor (MBB Institute)
  - Amazon Web Services WD-40 Award
  - Gold Award for Excellence in Learning (Brandon Hall Group)

Industry 4.0 – How Innovation Is Transforming Our Work

… and why a company should have more cats than dogs

PROF. GUNTER DUECK

Gunter Dueck is one of the most inspiring people you could hope to meet. As the keynote speaker at the **tts** Forum 2016 in Heidelberg the gifted speaker and internet thought leader demonstrated, in his own customary blunt, ironic and sobering fashion, the impact that the hype around Industry 4.0 will have on the world of work.

Who really understands what 4.0 is? Nobody, according to Gunter Dueck, and he should know. As a mathematician, philosopher and for many years Chief Technologist at IBM he knows what makes organizations tick and how technology develops. Communication 2.0 with Facebook and Twitter is still going strong, 3.0 simply disappeared and 4.0 was until recently just a slogan – though with the cloud, it has become reality, in Dueck's opinion. Despite all of the skepticism around its security, cloud technology has prevailed and is leading to a radical change in the world of work. The early indications of this appeared some time ago. "In 2008 you could buy up the entire global market for cloud applications, with the exception of Amazon, for $100 million," according to Dueck. "But leading firms waited on expensive studies and then, five years later, paid billions for a tiny part of the market."

New ideas arrive – some of them relatively fast

"Companies laugh and then go under," is Dueck's assessment. For "laughing" read "sneering". The banks once sneered at internet banking, Kodak at digital cameras, Encyclopedia Britannica at Wikipedia. Where are they today? Technological innovations first undergo a long period in which we laugh at their technical deficiencies, then, as if overnight, they arrive. The initial idea of a videophone was impractical for a variety of reasons but today it has transformed into an iPad with Skype. People say negative things about electric cars – today – but they are coming. "The ideas that weirdos have today will all appear in a decade or so. It just takes a while, and in the meantime we can poke fun at them," Dueck said in his entertaining way, "but sooner or later, they arrive. And some arrive rather faster than expected." Even the cloud has become relatively ordinary over the course of just six or seven years. Against Gartner's classic Hype Cycle, according to which new technologies first raise inflated expectations, leading to disillusionment, before being realistically re-evaluated and productively implemented, Dueck contrasts his own Hybrid Arrogance Cycle. Success makes traditional companies arrogant, so they stick to the "old" ways and resist new ideas – and in consequence, sooner or later lose touch. Yet technologies can only be redesigned based on the ideas of creative people. Then they can win markets as new products. Hence Dueck's appeal for "wild thinking" as opposed to conventional ideas management.

Radical industrialization

Dueck predicts that Industry 4.0 will bring with it a radical reconstruction of the world of work. Robots and computers will handle routine tasks and a "Robotbook" could potentially enable machines to communicate with one another and exchange information, rather like people do via Facebook. The remaining challenge for cloud computing and big data is simply to make the data interoperable. Inputting data, operating machines, exchanging parts and so on will be taken care of in the cloud, since pure technical knowledge is no longer needed in the Internet of Things.

"The ideas that weirdos have today will all appear in a decade or so. It just takes a while, and in the meantime we can poke fun at them, but sooner or later, they arrive."

Facts & Figures
- Gunter Dueck, 64, internet thought leader, author, speaker
- Until 2011 Chief Technologist at IBM, Master Inventor
- Professor of Mathematics, Bielefeld University, 1981–1986
- Studied Mathematics and Business Administration
- Author of several bestsellers: "Professional Intelligence: Tomorrow's Demands" (Eichborn, 2011), "Innovation and Its Enemies" (Campus, 2013), Swarm Stupidity (Campus, 2015)

What's left to the human domain is simply the new, the difficult, the innovative or creative. The human's task is to manage constantly changing processes and solve problems. For this to happen, the ability to view problems from multiple perspectives is the primary requirement, alongside enthusiasm and the ability to communicate effectively. For instance, the simple bank clerk will be replaced by internet banking. In future, what will remain is the demand for professional financial advisors.

A healthy mix of cats and dogs

In the information economy of the near future the trend will move towards the "T-shaped personality". The deep theoretical knowledge of a mathematician, for example, must be combined with the broad knowledge of a management scientist, in order to move an organization forward. The former math professor draws a parallel with cats and dogs. These animals communicate with one another badly. Almost as badly, in fact, as engineers, with their creative ideas, communicate with business administrators, with their tables and financials. "One has ideas, and the other asks to see the figures. So there is a clear disconnect." Pack-oriented, dogs are keen to perform better and run after every stick. Their motto is "give me a job". Cats, by contrast, see themselves as misunderstood individuals, highly creative loners and free spirits. We continue to be organized along hierarchical lines but for Dueck it is quite obvious that we need to make more room for these creative cats. We should not drown them in processes and documentation.

Performance Support & Software

Impulse Performance Support | tts

Change Is the Greatest Challenge

Dorothee Brechtel & Gregory Wulff

Best Practice | Allianz

Allianz Looks to Increase Performance & Productivity with a Hybrid Learning Strategy

Michael Skala

Best Practice | Versicherungskammer Bayern

Cascaded Training and Captain's License

Marek Kubek & Bernhard Bothner

Change Is
the Greatest Challenge

*… but manageable with the
optimum performance support technology*

DOROTHEE BRECHTEL | PRODUCT MANAGEMENT, TTS
GREGORY WULFF | HEAD OF TTS INNOVATION LABS, TTS

With technical developments, any improvement inevitably brings with it further changes. Nobody can evade the consequences – and in terms of progress, this is no bad thing. But companies must equip their employees for this constant evolution in structures and software. This can best be achieved with performance support. The specialists at tts emphasize that what counts in practice is not the maximum, but rather the optimum performance support technology.

There's no peace these days for HR/IT managers: new software versions, releases and updates come around in constantly shrinking time cycles. For applications whose server components are installed and managed in-house, firms can simply leapfrog a new release, but when it comes to cloud-based software-as-a-service applications, every new release is mandatory. Irrespective of whether everybody is happy with this situation, the cloud will prevail, not least because it is profitable and flexible. And this provides an additional impulse to change-processes; **tts** Product Manager Dorothee Brechtel is sure of it.

Everything is interconnected

The software change process can be set in motion by new technologies or the wish for new features. But new laws, new best practices or new strategies also call for new software versions. "And if the strategy changes, so too do structures and processes, in which case the software must be adapted. Everything is interconnected. We have to learn to live with change processes, especially in the software environment," the performance support specialist added.

The right amount, at the right moment

Employees' needs for assistance and information vary, depending on how much the software has changed.

A step-by-step guide might suffice, for example in the event of technical changes to the user interface, while more detailed information is required in the event of legal or regulatory changes. Providing the right amount at the right time is decisive if you want to provide efficient support at the workplace.

Performance support requires new perspectives

Mind you, companies have to prepare themselves for this innovative way forward, because workers are no longer in the controlled environment of the classroom. They will be independently acquiring the knowledge that is available to them – at the moment and level of detail of their own choosing. Learning and development departments also need to rethink things: they should only present carefully selected content in classroom training; everything else can be made available within the framework of performance support. Not only is

"And if the
strategy changes, so too
do structures and
processes, in which case
the software must
be adapted. Everything is
interconnected."

close cooperation between IT, L&D and functional departments crucial to success; management must also be convinced by performance support, so that the entire company buys into the concept.

**With technology, you need to strike a happy medium**

Electronic performance support not only automatically recognizes which application the user is currently working with (context recognition) but also which specific area within the application (object recognition). To coordinate context and object optimally it is important that the software vendor supports the necessary interfaces and adapts them in new versions and releases. "After 15 years of working with object and context recognition it is my experience that software vendors do not keep up with the hasty change process, do not adequately support or update the required interfaces and therefore frequently hinder a smooth transition,"

explained Gregory Wulff, Manager of the **tts** Product Innovation Lab. For this reason, a sense of proportion is required in performance support implementations, in order to maintain a fine balance between the three parameters of user acceptance, costs and system stability.

Each extreme has its flip side: the more technology you deploy, and the more you manage to interconnect it with the application, for example by blocking user inputs, the higher the cost of creating content and the greater the probability that the system becomes unstable because of poorly supported interfaces, which in turn leads to user frustration. On the other hand, if you make limited use of performance support technology you might enjoy higher system stability and at the same time, reduced costs, but user acceptance will fall to zero, because users struggle to find content and performance support does not meet their expectations for high quality."

A smooth performance support project depends on being able to create content simply and efficiently. Easy and targeted access to content via content recognition and seamless integration into the live system, without disturbing the users, are additional factors that influence a successful implementation. Gregory Wulff summed things up neatly: you need to strike a happy medium if you want to find the optimal path towards broad acceptance of the solution. Companies must not dissipate effort with too much technology. Instead, they should apply the time they save to increasing the quantity and quality of content. It's not maximum technology that generates most added value, but rather optimum technology.

Allianz Looks to Increase Performance & Productivity with a Hybrid Learning Strategy

User-friendly solution sought – and found

MICHAEL SKALA | HEAD OF DIVISION, ALLIANZ DEUTSCHLAND

"Processes must adapt to the new
system and not vice versa. The transition
to ABS impacts every division of
the business – so we are under constant
pressure to retrain."

Allianz is reorganizing; since 2006 it has transferred a variety of legacy systems to a single business platform used by 10,000 claims advisors and consultants. Which means an ongoing need for qualification. After rather limited experiences with e-learning, a pilot project has pointed the way forward with a blend of classroom training and e-learning.

Allianz Deutschland AG is merging a variety of different IT systems on its in-house developed ABS (Allianz Business System) platform to manage and process many millions of contracts.

I work, therefore I learn!
The new system brings with it new processes. Nothing is as it once was. "Processes must adapt to the new system and not vice versa. The transition to ABS impacts every division of the business – so we are un-

der constant pressure to retrain," said Michael Skala, Head of the Allianz Internal Academy. Alongside updates made throughout the year, Allianz implements four releases annually with major changes. Until now, employees have undertaken classroom training in ABS over the course of several days. Quite apart from the time lost between training and practice, this has the major disadvantage of knowledge degradation. Employees only retain part of what is learned.

"Employees are
asking why
we didn't introduce this
some time ago."

Facts & Figures
- Training for 10,000 Allianz employees across Germany
- Rapid and cost-effective in-house production of digital learning modules
- User-friendly, simple and intuitive solution
- Positive feedback

New ways of learning: support at the moment of need

Allianz therefore sought a user-friendly, simple and intuitive solution; one that enabled them to create digital learning modules in-house, quickly and cost-effectively. Learning should be embedded in work processes, and limited to what is actually required to enable the employee to perform effectively.

A pilot project with two goals

Between May and September 2016 Allianz produced learning modules with a focus on both "self-learning" and "the classroom training and transfer phases". The benefit was that they could generate training and participant documentation, together with e-learning, in a single pass. They broke the rigid separation between classroom training and e-learning through the integration of e-learning modules in both learning scenarios and electronic reference materials to be used after training. The feedback has been positive. "Employees are asking why we didn't introduce this some time ago," Michael Skala reported.

Cascaded Training and Captain's License

Insurance group VKB implements a web-based learning environment for its new sales system

MAREK KUBEK | AGENCY BUSINESS, VERSICHERUNGSKAMMER BAYERN
BERNHARD BOTHNER | IT-TRAINER, VERSICHERUNGSKAMMER BAYERN

"Efficient, time and cost-effective training –
We achieved this with the AloA Learning Environment. **tts** played a major role in its
design and supported us energetically."

Versicherungskammer Bayern (VKB) found a creative and highly motivating solution to the challenge of training a heterogeneous user community. "Gentle compulsion" to take part in the new learning environment and a cleverly designed certification program drove a high level of user acceptance.

Each day, VKB switches on average eight to ten salespeople to the new sales system AloA. By the end of 2016 all of the approximately 4,000 sales professionals will be able to work with it, regardless of whether they are young or old, IT expert or internet skeptic, or based in a rural part of Germany or metropoles like Berlin and Munich. So, how do you keep such a disparate bunch on board and enthusiastic for a sea-change in the way they do business?

Modernity with "always online"

The rollout of the new web-based sales system was triggered by increasing demands from users; demands which could no longer be met by the old system. For instance, it was not possible to enter a change of address during a sales consultant's visit to a customer. Instead, they had to send the information to back office staff via e-mail or telephone, who would then enter it into the legacy system – a laborious and time-consuming process. By contrast the new sales system allows sales partners, including bank employees and agents, to generate the latest up-to-the-minute information on a daily basis with a tablet. All they need is internet access and a browser. Working with a selected group of sales partners, VKB developed the Always online Application, abbreviated to AloA. It's available 24/7 and, provides salespeople with real-time data and the

possibility to transact business and close sales onsite. This is a real added-value for sales partners, but also a completely new application that they have needed to learn.

A learning environment that's fun for sales partners

Training in the new sales system had to be time and cost-effective as well as efficient. "We achieved this with the AloA Learning Environment. **tts** played a major role in its design and supported us energetically," said Marek Kubek, Area Director at VKB, who started the AloA learning environment project around 18 months earlier. "We'd already acquired a lot of experience in e-learning since 2009," recalled Bernhard Bothner, an IT trainer at VKB. But it had not yet won a high level of acceptance. With the introduction of **tt performance suite** in 2015 VKB opted for a completely new approach to training in AloA.

The concept is one of cascaded training. At the basic level it comprises the mandatory AloA learning environment. Online seminars and, if desired, classroom training events then build on this basic knowledge. In addition, a hotline provides user support.

Interactive learning means better learning

The AloA Learning Environment is a self-learning program with interactive training, which familiarizes users with the new sales system step by step. The task for future users is to work through learning videos on special topics, thereby practicing the correct procedures in AloA. The program is split into five blocks, each concluding with a test. Students start out as a "cabin boy" then ascend through the ranks to able seaman, bosun, petty officer, chief mate and finally captain. Only when students have obtained their "Captain's License" can they take part at the next level with online seminars and/or visit regional classroom training. A particular feature in the learning videos, which are recorded with **tt performance suite**, is the high degree of interactivity. They have a sound track and are brought to life with lots of useful tips and references, stimulating the desire to learn more.

All shipshape

This well thought-through concept won extraordinarily high acceptance. Sales partners took a great interest in learning the new sales systems in advance. At latest six weeks before the rollout highly motivated users were grappling with the 15 learning videos, referring to the handbooks and documentation, and progressing to the rank of captain – each at his or her own pace.

> "This well thought-through concept won extraordinarily high acceptance."

Facts & Figures
- VKB has 6,500 employees and more than 900 sales outlets in agencies, savings banks and cooperative banks
- Training of around 4,000 employees in the sales outlets in just nine months
- High acceptance and use: the first 1,500 users successfully qualified in the shortest time possible
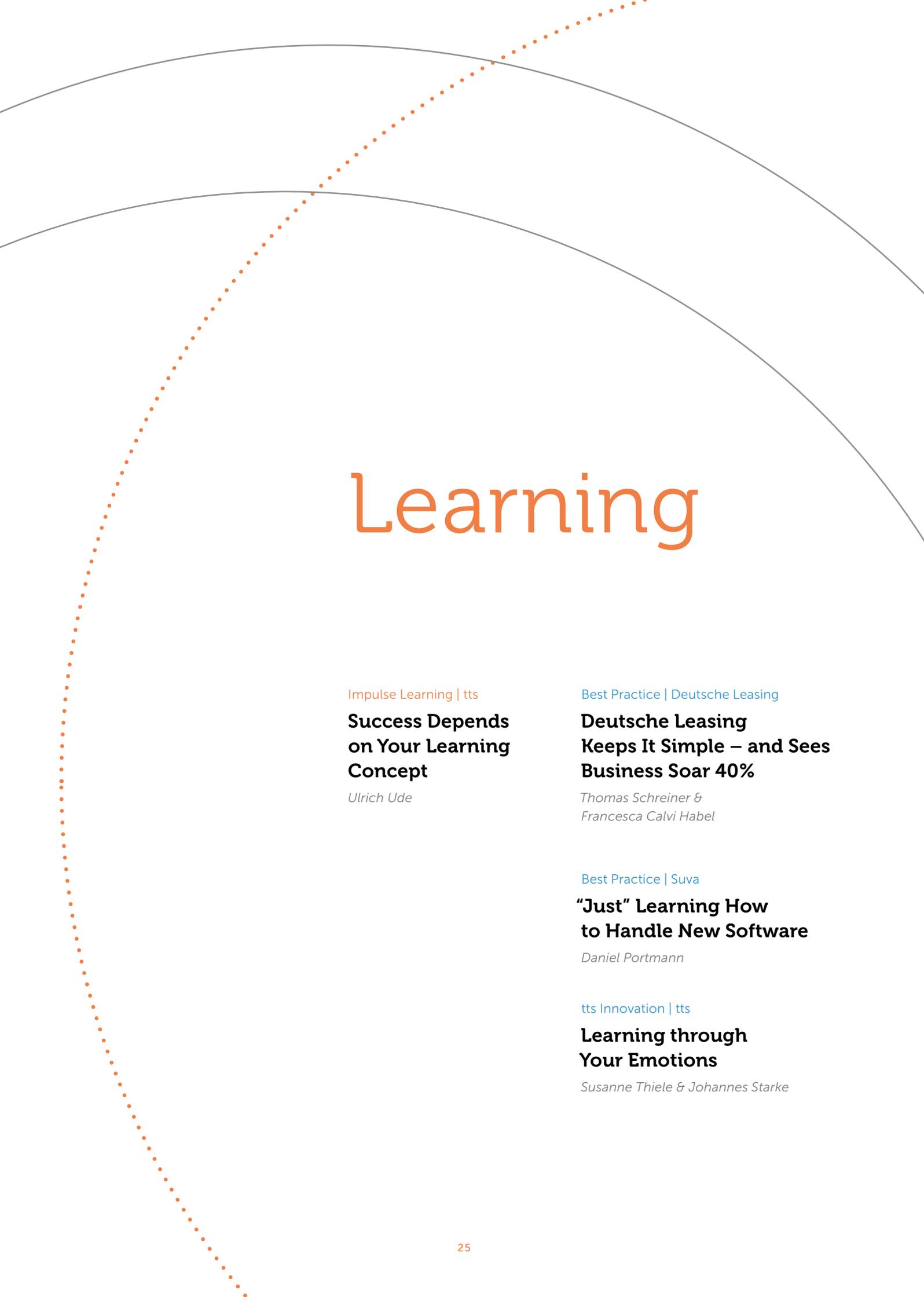
Learning

Success Depends on Your Learning Concept

The content factory: learning in the near future

ULRICH UDE | CHIEF EXECUTIVE OFFICER, TTS

The pressure of automatic system updates brings with it an ongoing need for knowledge transfer, especially where cloud-based systems are concerned. It is not the broad range of training options that will be decisive in helping to get employees through changes, or to inspire and motivate them, but rather, the right mix. There are many ways to arrive at your destination, but some are shorter and less arduous than others. Having the right concept up-front makes all the difference.

Learning in 2016 is, unfortunately, still not learning at the press of a button. It still requires intellectual effort, but with the right strategy and methods you can minimize that effort and maximize efficiency.

An efficient mix of change management + formal learning + performance support

"Previously HR systems were adapted for the company. The company set the standard and that cost lots of consultant time. Today, with cloud-based systems, it is the exact opposite. The processes are pre-set and the company adapts to them, which brings with it a permanent requirement for training to keep up with the ever-shortening update intervals," explained Ulrich Ude, CEO of **tts** GmbH. Training therefore needs to be global and efficient and at the same time customized to the needs of the organization.

A specially developed **tts** learning concept comprising change management, formal training and performance support is ideal for a customer of ours that is rolling out Success-Factors to 100,000 users worldwide. You need to weave together and deploy several elements. Cleverly edited and emotive trailers explain in short and crisp terms why the change is necessary and makes sense, and what the new tasks in the new processes will look like. Web-based training

"Our experience demonstrates that virtualization generally presents a huge opportunity for change-driven organizations."

make sense for the end user, whereas key users require more intensive virtual classroom training or, if required, actual classroom training. To address the "forgetting curve", **tts** significantly reduces the time spent on formal learning and provides a lot of content in the form of performance support, so that the content is easily accessible and available to workers in their moment of need. This adds up to an intelligent concept in which all the instruments are meaningfully coordinated. It provides the basis for the highest possible efficiency and learning success – across all linguistic and national boundaries.

Enduring hot topics: e-learning and virtual classroom training

"Nowadays you will find e-learning in just about every organization. In the right dosages, e-learning can drive huge value. Consequently the demand is also huge," commented Ulrich Ude. But it has to be interactively tied in with the appropriate subject-oriented teaching methods. It also helps to build in some "wow" factor. For instance, it makes sense to include avatars and test questions in an e-learning deployment. But this in itself is not enough: e-learning should also reflect the employee's workplace and it needs to be usable via different mobile end-user devices.

"In the right dosages, e-learning can drive huge value."

For sure, training is becoming less common, but where it is used, quality is all-important. Virtual classroom training is especially well-suited to global rollouts and cloud-based systems. Here too, it must be carefully thought through and well edited and presented. If this happens, you can achieve the same high quality of knowledge transfer in Singapore and South America alike. Nationally and internationally oriented companies with distributed locations can certainly profit from the opportunities of this approach to training. "Our experience demonstrates that virtualization generally presents a huge opportunity for change-driven organizations," Ulrich Ude further explained.

The content factory, learning organization of the future

Given that the demand to update knowledge isn't going to diminish any time soon, especially when it comes to cloud-based systems with their increasingly frequent updates, the **tts** CEO sees the content factory as the next significant step in the organization of learning content. The idea behind this is that while employees might build up a lot of knowledge during a project, once the project finishes they go back to daily routine and there is a risk that the knowledge is lost. To counter this tendency, organizations should commit important information to the content factory, where knowledge can subsequently be made available, managed and structured. Authors will then always be in a position to see, for instance, which knowledge components need to be updated in the event of a new release. With **tt performance suite**, **tts** already offers, thanks to distributed workflows and a variety of quality gates, the technical basis for turning the idea of a content factory into practical reality in the near future.
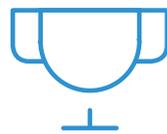
Deutsche Leasing Keeps It Simple – and Sees Business Soar 40%

A "really smart solution" for training 7,000 users – with minimal time and expense

THOMAS SCHREINER | LEADER SOLUTION MANAGEMENT SALES, DEUTSCHE LEASING
FRANCESCA CALVI HABEL | SOLUTION MANAGER, DEUTSCHE LEASING

No budget, no time, no experience. And yet this e-learning project was a complete success at Deutsche Leasing AG. Starting with just two licenses they created a server-based solution for all co-workers. Today, e-learning is "perfectly normal" for its employees. Better still, it's brought about an unexpectedly big increase in the company's leasing business.

Leasing solutions for industrial plant, vehicle fleets and property – and more. Deutsche Leasing AG does it all for its commercial customers, most of them small & medium enterprises, around the world. As a part of Germany's Savings Bank Association, Deutsche Leasing's customers also include more than 400 savings banks. But until now many of them were in no position to create sophisticated leasing contracts at the touch of a button – a significant business challenge, especially when it comes to smaller scale contracts where high volume is what really matters.

A new integrated quotation system changed all that. With the rollout already underway, it wasn't only employees who needed to train in the system, but also 7,000 authorized users from the savings banks. Given the enormous expense involved in planning and coordination, the fast-growing financial services company ruled out pure classroom training as the only training option.

Ready for action

"The appropriate solution to the challenge of 'no experience, no money, but time pressure' was e-learning, starting with just two workstation licenses," explains Thomas Schreiner, who is in charge of Sales Solution Management. With the benefit of hindsight, it's clear that this approach was one of the most important success factors. "We wanted to start small while staying on top of everything. Or, to speak metaphorically, toss a pebble in the pond and watch for the ripple effects." But that was not the only decisive factor. Leveraging **tts**' experience meant Deutsche Leasing

would see immediate results. "We chose **tt knowledge force** as our authoring tool because we don't have a large learning management system and really didn't want to embark on a huge project that might have lasted an entire year," says Francesca Calvi Habel, Solution Manager Sales, adding that "the authoring tool works independently of other systems, which means it is ready for immediate use. **tt knowledge force** is very powerful, but also allowed us to get on with the recordings straight away."

A complete concept

For Deutsche Leasing, e-learning couldn't just exist in a vacuum. They wanted it to be integrated within a complete concept. As classroom training got going, power users got involved: feedback sessions and open discussions were the key to making rapid headway, reaching shared solutions to critical issues. Given that effective preparation is absolutely vital to the successful creation of e-learning modules, the project team supported the area specialists with require-

"A really
smart solution."

> "We wanted to start small while staying on top of everything. Or, to speak metaphorically, toss a pebble in the pond and watch for the ripple effects."

Facts & Figures
- Leasing partner and part of the Savings Bank Association
- Training of 7,000 users with the help of **tt knowledge force**
- Rapidly implemented, system-independent solution
- 6 courses and 170 learning modules
- 50 percent reduction in classroom training

ments analysis and by advising them on how best to move forward. And they stayed in close contact with their co-workers when it came to implementing the e-learning modules, training users, and even after the project.

As far as content was concerned, Deutsche Leasing set up their e-learning as if they were onboarding a new employee. So far they have six courses and 170 learning modules, which each user can select according to their needs. "Keep it simple" remains the guiding principle – they create modules without sound, videos or certification so that users can absorb all the relevant information in just a couple of minutes.

"We're used to paper!"

At first, the response from the learners was mixed, so the project team tested the water. For the most part, "the savings banks were thrilled!" according to Calvi Habel, but there were still a few skeptics who preferred to learn from hard copy rather than the screen. The team easily got round this, because **tt knowledge force** enables print output.

Deutsche Leasing also upgraded from the two workstation licenses to a server-based solution, available to nearly everyone wanting access. This greatly expanded opportunities: not only Quality Assurance, but also other departments are now benefiting from the advantages delivered by **tt knowledge force**. "A really smart solution," is Calvi Habel's verdict.

40 percent increase in business

Right at the start of the project Deutsche Leasing put co-workers in the picture on the new features and their benefits, with the help of a motivational trailer produced by **tts**. Feedback was consistently positive. The trailer's slogan, "Learn how simple 'simple' can be" proved true. Thanks to state-of-the-art e-learning, co-workers who have trained in the new quotation system can use it in their sleep, so to speak. The proof: 40 percent more leasing contracts in smaller contract business in the first half of 2016.

"Just" Learning How to Handle New Software

The big bang at Suva: getting employees ready for a new system

DANIEL PORTMANN | PROJECT MANAGER CHANGE MANAGEMENT AND TRAINING, SUVA

Flashback: it's Easter 2015 and the Swiss insurance company Suva is making the cutover from its old system – including data for nearly two million customers. Even more than would be the case with an iterative approach, all users had to be efficiently trained and ready to use the entire system effortlessly straight after the "big bang" – despite the fact that some of the training took place several months previously. Suva successfully negotiated this tricky situation, despite the additional challenges of language diversity and system complexity.

Everybody in Switzerland knows Suva: the firm insures the employees of 127,000 companies against the consequences of accidents and occupational illnesses. Since the 80s the insurer had deployed an in-house developed IT application for claims handling and rate setting, which reached the end of its lifecycle in 2008. From 2011 on it gradually implemented and continuously moni-tored the new core application Syrius. By 2013 Syrius was ready, so the time came for testing, acceptance and user training up until the replacement of the old system, scheduled for Easter 2015.

Getting productive again faster, thanks to efficient training

Nevertheless, switching to the higher productivity Syrius target system necessarily implied a "transition gap" with a fall-off in user productivity. Suva wanted to keep this to the absolute minimum. "The transition can be managed with target-oriented training, change management communication activities and early involvement of the end users," said Daniel Portmann, Project Manager Change Management & Training. These measures quickly prepared users to operate the new system in full.

Obstacle #1: sheer quantity

The training project covered 2,500 users with a variety of roles, for whom Suva created 300 courses in three separate languages. First, however, Suva had to identify knowledge about the various processes, which only existed in the heads of many separate individuals. The project involved around 130 "bearers of knowledge", who were required to participate in the design phase and first-line post-implementation support even though they were already involved in testing. Given the demands on their time, Suva had to organize their services around a very tight schedule.

Training took place over 5,000 user training days, conducted by 40 teachers drawn from Suva's own ranks. To prepare for the 2 to 4-day long training courses, each user first ran through an e-learning course created with **tt knowledge force**. Suva profited in this respect from the re-recording function in **tt knowledge force**, which enabled it to create

"Classroom training was a significant component for us and is part of the Suva corporate culture."

33

three language versions quickly and without any major hassle. Thanks to e-learning all of the participants in the classroom training were at the same level and had already developed a feel for the new system. "Classroom training was a significant component for us and is part of the Suva corporate culture," said Portmann. In addition, it raised acceptance of the new system because all of the teachers and the 130 key users were the users' colleagues, which ensured a high level of credibility, since they were very familiar with both the old and new systems.

Obstacle #2: the "agile" project approach

Owing to the centralized data management and the system's complexity (there are numerous peripheral systems), Suva decided against an iterative implementation, and instead decided to decommission the old system in a single step: a big

bang scheduled for Easter 2015. That meant five days for the technical transfer; the data migration alone required 15 hours. On the first working day after the Easter break, employees were ready for the new system start-up – and pretty much everything worked fine. Only the language variants were not optimally covered, for instance when untranslated masks popped up in the training documents. "Next time around we should pay greater attention to make sure that the translation process is more systematically managed at the center, not just for training materials but for the entire system," said Daniel Portmann with the benefit of hindsight.

Testing presented a particular challenge for training, which in practice lasted until the go-live and led to continual adjustments to the system. For this reason a "system freeze" was carried out for the training, so that users could work directly in the system. The teachers showed sub-

sequent changes to the system on a test version, and these could be quickly and simply documented in **tt performance suite** and made available as e-learning as well as IT documentation.

The key point for Suva was that all employees understood why the old system was being decommissioned and what advantages the new system brought. All in all this was a challenging training project. But early involvement of key users, classroom training given by teachers from within Suva's own ranks, together with training materials that covered both preparation and follow-up, all contributed to making the big bang a considerable success.

Facts & Figures
- Independent insurance company under public law with headquarters in Lucerne, 18 agencies across Switzerland and two rehabilitation clinics
- Training offered as a combination of e-learning and classroom training
- Specific challenges:
  - Sheer scale: 2,500 users, 40 teachers, 3 languages, 300 courses, 5,000 training days
  - Big bang – system cutover in a single step
  - Testing and training executed in parallel

"Next time around we should pay greater attention to make sure that the translation process is more systematically managed at the center for the entire system."
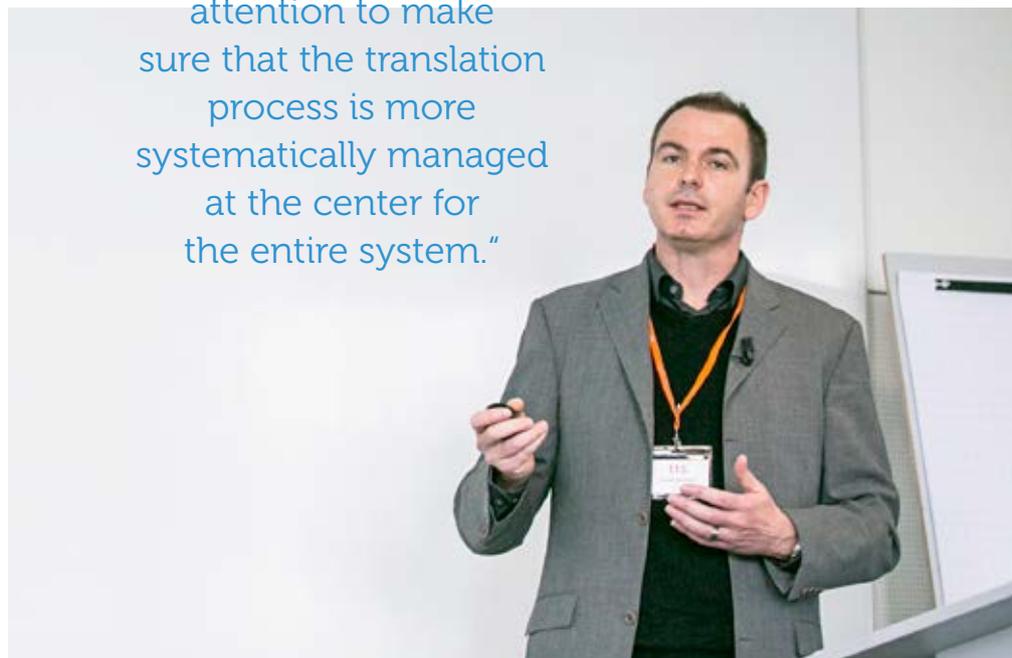
Learning through Your Emotions

*"360° Learning": a new **tts** product offering. Explorative learning in virtual reality*

SUSANNE THIELE | PROJECT MANAGER LEARNING, TTS
JOHANNES STARKE | PRODUCT MANAGER LEARNING, TTS

Situations where you are emotionally involved make a deep and long-lasting impression. That's why 360° Learning perfectly complements traditional methodologies. With a virtual reality headset, learners can immerse themselves in a live application scenario. And what was once a fantasy vision of the future is now a highly practical and cost-effective technique. For example, in safety training, operational drills or onboarding.

3-D slide viewers were always a hit with kids. Lately, the child's toy has morphed into the VR headset, with enormous global market potential. In fact, analysts at Goldman Sachs have predicted that in the near future VR applications will generate more revenues than TV. The market is finally maturing, and **tts** itself has not been slow to get in on the act. All you need is a low-cost cardboard headset, a smartphone and a customized 360° Learning App. Simply download the app, place your smartphone in the cardboard headset and you're ready for a three-dimensional journey through virtual reality. But here is what's really cool: using it is, well, child's play!

Virtual reality grabs your full attention

360° Learning means changing your perspective. You're no longer an "outsider" but right in the center of things, experiencing a situation to the full. When you're wearing the headset and engaged on a virtual extinguishing drill as a firefighter, you can hear the sirens and the gush of the water. You can see the flames, feel the adrenalin rush and respond to a specific scenario. "Virtual reality stirs the emotions and we can exploit this in the learning process," explained Susanne Thiele, Learning Project Leader at **tts**. Learning via the emotions is demonstrably better. People retain the memory of events that are associated with powerful emotions, because they don't merely "consume" them; they actively experience and respond to them. As a result, such events leave a deep imprint on the mind.

This does not just apply to horrific situations or accidents! 360° Learning also exploits emotions such as curiosity and the joy of discovery. With 360° Learning you don't have to stick to a narrow learning path – you have the freedom to take off in various directions. You learn by playing and doing. What's more, with 360° Learning it's possible to create places and situations which, in reality, are hard to reach or which someone would have to build as a physical reality. Like, for example, safety zones in factories, or a railway tunnel that is not yet operational. 360° Learning is also highly effective in situations that call for spatial awareness skills, or the ability to visualize things which, in reality, can't be seen, such as the reach of a wireless signal from a WLAN router as you move through a building. In fact, the possible application areas are infinite!

"Virtual reality stirs the emotions and we can exploit this in the learning process."
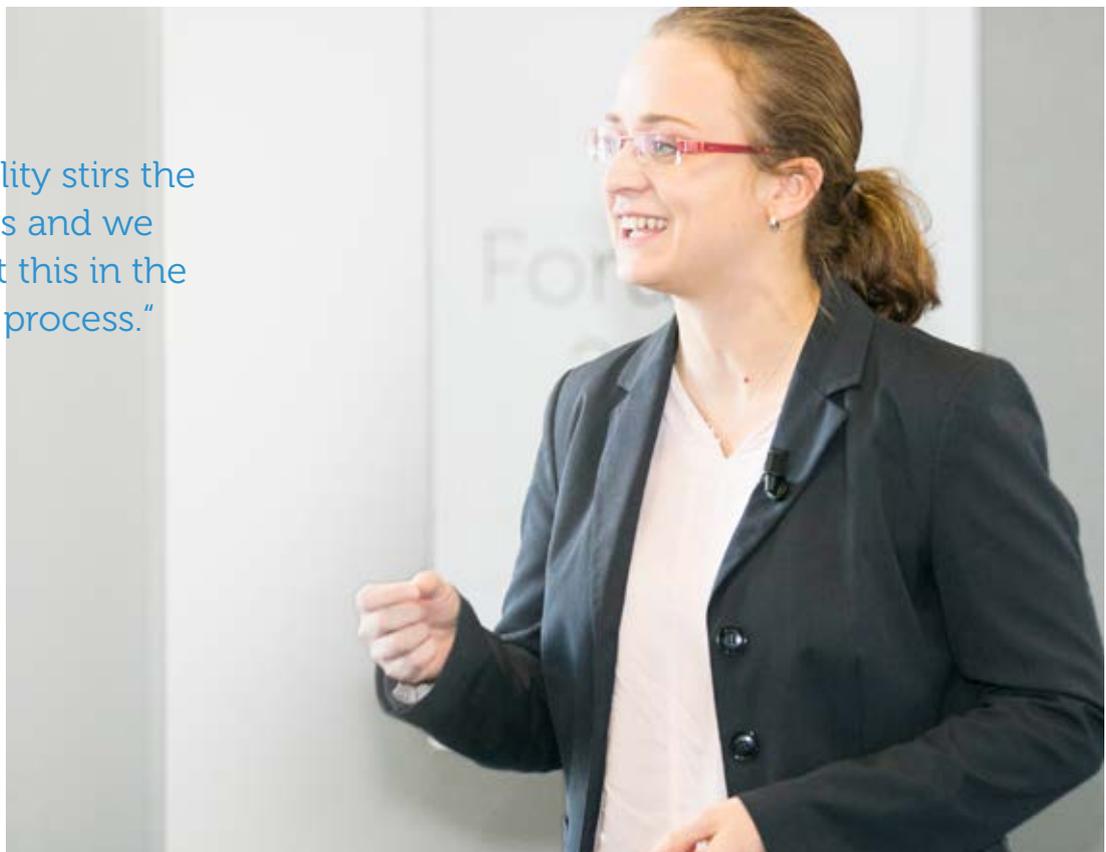
"The best approach is to embed 360° Learning within a longer curriculum, not just anywhere but at the precise point where it will have maximum impact."

So how do you use 360° Learning?

Realistic simulations of everyday work situations play an important role in 360° Learning, by reducing the distance between learner and content. The learner acquires experiences in the virtual world, matches these with experiences in the real world, and then profits from a raised level of success. In addition to the right content, the length of the learning module and its skillful embedding in the overall approach are the keys to success. Nobody wants to wear a VR headset for hours. "The big opportunity for learning with a VR headset lies in the experience it delivers," according to Johannes Starke, **tts** Product Manager, Learning. "The best approach is to embed 360° Learning within a longer curriculum, not just anywhere but at the precise point where it will have maximum impact. This will certainly raise the motivation to learn with 360° Learning."

VR technology is applicable in every sector and has already become part of our everyday lives. It can add real value to the learning process, and with manageable costs, especially when immersion in the virtual world is followed up with further learning in a traditional environment.

Facts & Figures
- Learn as in reality
- Raised levels of success and motivation through immersion
- Simple, flexible and mobile usage
- Infinite range of applications
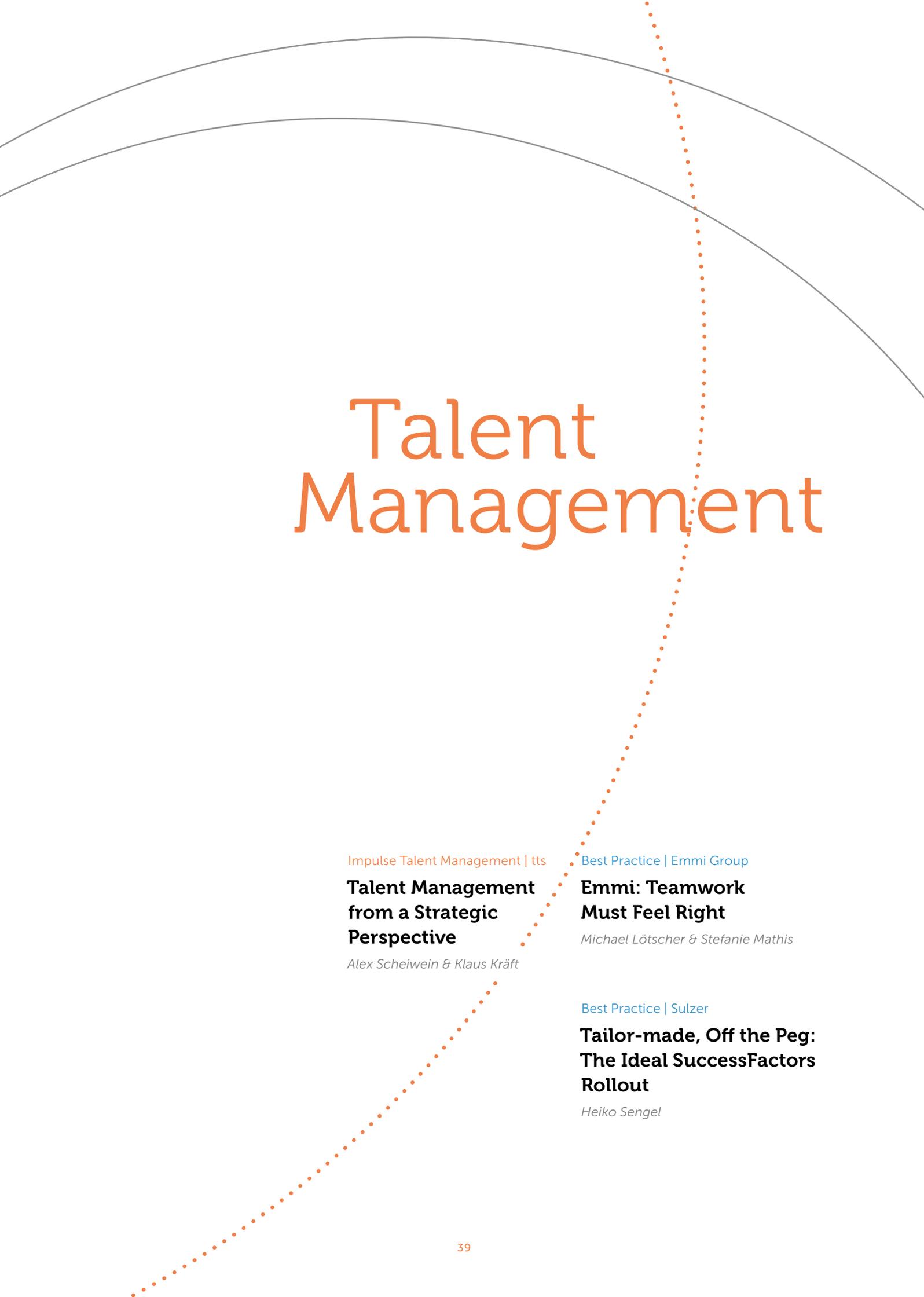
Talent Management

Talent Management from a Strategic Perspective

It's not just technical issues that
will determine your company's success

ALEX SCHEIWEIN | SENIOR CONSULTANT, TTS
KLAUS KRÄFT | SALES DIRECTOR, TTS

Digitalization is, of course, a matter of technology – but when it comes to talent management, HR/IT departments face a new set of non-technical challenges. Demographic developments, the opportunities and risks that come along with standardization, and transparency, whether this is desired or not, are just some of the issues that need to be covered in a talent management strategy – though some companies are still miles away from this. An expert forum set up by tts together with SAP and the Mannheim Business School is addressing these topics, among others.

For ten years, **tts** has been implementing talent processes and IT systems globally, for companies large and small, drawn from the most diverse range of sectors. Working with customers, **tts** experts are pushing out the boundaries in the digitalization of talent management. Time and again, however, they notice a structural problem: companies looking at talent management from the technical rather than from the strategic perspective. Talent management is an issue that deserves board-level attention.

The modern HR function faces a ubiquitous set of challenges. These include trends that companies need to confront: for instance, more and more employees work on short-term projects, perhaps alongside consultants or temporary staff. These teams can also span up to five generations. How can companies motivate these employees and develop their professional competences? Technological trends, for example around "mobile" and the massive expansion of big data, offer many opportunities, but they also present many risks. Companies need to analyze these and extrapolate the strategic implications. "There is a massive split between what is possible and what actually gets used," asserted **tts** Senior Consultant Alex Scheiwein. "Firms amass huge volumes of data in their database, which provides a massive analytical potential, but they do

not exploit this potential with reports that would support their decision-making processes."

Untapped potential

Sixty per cent of companies claim they are short of management personnel and an incredible 72 per cent say there is a shortage of highly qualified employees. "And yet time and again we notice the almost complete lack of a defined talent management strategy and a long-term vision," Scheiwein continued. It's important to align and mesh the corporate strategy with a talent management strategy: What competences do we have now? What mix of talents will we need in future, if we are to achieve the company's objectives? How will demands on the firm develop over the long term, and how can we close the impending skills gap? "This is a highly strategic subject, since lots of potential lies dormant and unfortunately goes untapped in many situations," Scheiwein explained, adding

that "companies obviously need to evolve into learning organizations that are well placed to secure, refresh and share knowledge."

How ready are we for tomorrow's market?

The trends and difficulties presented by digitalization are already well known, and continue to reveal themselves. Ironically, however, this awareness has not yet been condensed into a comprehensive approach. Organizations are still too fixated on the technical details and are not considering the big picture. As a result, systems are being installed before anyone has thought about the impact they have on other areas of the business, and in particular on the HR function. "There is a pressing need to talk about these non-technical subjects, which continue to exert an influence on talent management decision-makers as 'soft factors'", explained Klaus Kräft, Sales Director Germany at **tts**.
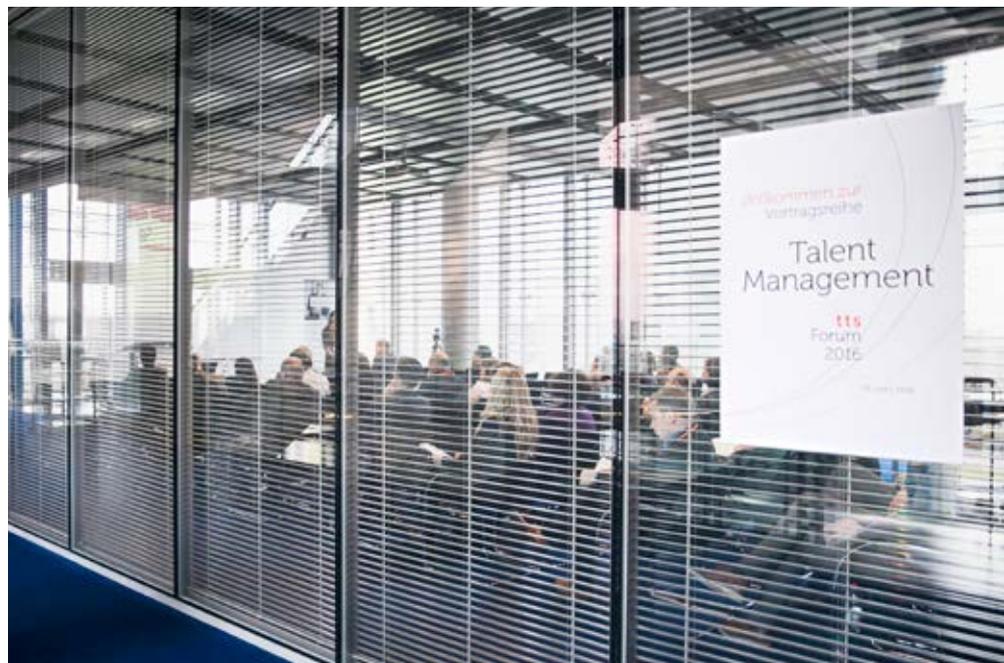
"There is a massive split between what is possible and what actually gets used."

The "Expert Forum for Digital Talent Management" provides answers

Against this background an "Expert Forum for Digital Talent Management" has been set up to find – insofar possible – unequivocal answers to these complex questions about digitalization:

- What are the implications for leadership and management behavior?
- What impact is digitalization having on corporate culture?
- How are digital trends such as big data, artificial intelligence and the interconnectivity of people and things influencing talent management?
- What basic conditions need to be fulfilled for talent management to make a sustainable impact?
- How can companies establish accountability in the way they handle data?

Working in a small circle of participants, the organizers of the forum – Mannheim University, Mannheim Business School, SAP and **tts** – together with selected business leaders and experts, will discuss possible and practical solutions. We will publish their findings by the next **tts** Forum at latest.

Facts & Figures
- Challenges for a modern HR function:
  - Dynamic work teams spanning generations, with more frequent personnel changes due to the involvement of temporary staff
  - Big data and new technologies harbor multiple opportunities and risks
  - A trend towards standardization, accompanied by the desire for flexibility
  - Lack of awareness of talent management issues in the C-suite
- Lack of linkage between talent management strategies and corporate objectives
- **tts**: majority of SAP learning solutions implementations in the German-speaking countries

Emmi: Teamwork Must Feel Right

*Unitary SAP SuccessFactors cloud solution
simplifies HR processes*

MICHAEL LÖTSCHER | HEAD HR EXCELLENCE & DEVELOPMENT, EMMI GROUP
STEFANIE MATHIS | PROJECT & PROCESS MANAGER, EMMI GROUP

Growth brings about change and for this reason the Swiss milk processor Emmi decided to implement the SAP SuccessFactors Suite within four years – with **tts** as its implementation adviser and partner. The keyword here is "processes" but the challenge of winning the hearts and minds of employees should never be underestimated on the road to global management.

The sheer speed of Emmi's international expansion made it impossible for all of the Swiss milk processor's HR IT processes to keep pace. Master data for the 5,400 employees, now employed across 13 countries, was managed in various locations, and talent management processes implemented differently, without overall IT support. That was clearly counterproductive in the long term. For Emmi, it was important to embed HR strategy in the C-suite in order to progress towards a holistic HR function. Bearing in mind Emmi's strategic cornerstones (excellence in leadership, goals-driven and competence management) the project team demonstrated how the SAP SuccessFactors Suite integrates into the company's talent management process. This did not just reveal the benefit but also the tasks that the system can assume and those that would result for employees – for example in managing the processes. "Although the system supports, at the end of the day leaders must lead. We can and must continue to think for ourselves," said Michael Lötscher, Head of HR Excellence & Development at the Emmi group. He underlined that the SAP SuccessFactors Suite is not being implemented for HR, but rather to serve the entire cross-functional leadership team.

The advantages are already clear

Things kicked off in 2014 with the implementation of the Employee Central master data system in Switzerland, followed by the Recruiting and Learning modules. At the moment Emmi is running pilot projects for the Performance and Succession modules. "It is one thing to implement the modules, but quite another to have the processes and the content that stand behind them in a state of readiness," said Stefanie Mathis, HR Project & Process Manager, with regard to the decision to start the implementation as pilot projects.

Other countries are joining bit by bit, so that by the end of 2018 all 13 will be integrated into the system. The advantages are already overwhelming: training processes are more transparent, performance can be better managed and a unitary reporting system is making analyses easier. Because all data will be globally deposited in one system, it will take just a few clicks to find out how many employees are active in Chile, Tunisia or the USA and who, for instance, is working for HR or Marketing in the United Kingdom or Italy. "That's an enormous help," added Stefanie Mathis.

The balancing act: standard or customized processes?

The keyword here is "processes", according to Stefanie Mathis: "You have to standardize processes. But how rigid or flexible do you want to be? That is a balancing act – and also a question of money." But Emmi often sees this as an opportunity to tackle, rework and restructure a process. Together with **tts** her team has driven the project forward while learning not to suppress their own ideas. "It is a great partnership," said Stefanie Mathis. "The **tts** consultants indicate

"You can never underestimate how much time the employees need to understand the processes and to adapt their associated behaviors."

things that, even if they are not important right now, will be in a few months or a year. For our part we are working on very advanced concepts and approaches. We're learning from **tts** and vice versa. We are treading a common path."

Communicating the added value to management and staff

In Michael Lötscher's eyes, communication is the key to success throughout the project phases. Everyone involved must act in concert on a continuous basis. For this to happen, they must be convinced that the project makes sense and that it will deliver them some added value. The crucial question is, as always, "What's in it for me?" From the very outset, corporate leadership was carefully drawn into the process and the company set out a convincing line of argument with concrete goals and deadlines. Only by keeping the value-add in mind can the system win acceptance and the active support of the employees. "You can never underestimate how much time the employees need to understand the processes and to adapt their associated behaviors." It's a significant component of any change, and a critical success factor in the globalized world.

Facts & Figures
- Emmi group employs 5,400 people in 13 countries
- **tts**: implementation partner for the entire SAP Success-Factors Suite
- Holistic perspective with regard to the HR strategy
- Re-engineering and restructuring of processes
- Communication of added value to management and staff

"We're learning from **tts** and vice versa. We are treading a common path."

Tailor-made, Off the Peg: The Ideal SuccessFactors Rollout

Sulzer gets the best of both worlds with a customized implementation

HEIKO SENGEL | LEARNING & DEVELOPMENT SYSTEMS EXPERT, SULZER

At Swiss industrial corporation Sulzer AG, simplifying complex processes is a critical success factor for staying competitive. That also applies to learning. The company implemented the SAP SuccessFactors Learning module in full and lite versions using a standardized process. With **tts** as its partner, it rolled out the solution across more than 100 locations in short order.

Sulzer has established a leading position in its core markets of oil & gas, energy, water and general industry. In 2013, a survey of its 14,000 employees revealed a major requirement for a restructuring of its in-service training. With SAP SuccessFactors as its system and **tts** as its implementation partner, Sulzer chose Germany for a pilot project. Three years on, Sulzer has incorporated the majority of its locations into the learning management system (LMS). More than 8,000 workers use and appreciate easy access to the 2,500 learning topics and 80 e-learning courses that are already available, in six languages. To achieve a rollout at this breakneck speed Sulzer had to find some customized solutions.

Turbo-speed delivery: 16 countries in 12 months

In the first 12 months alone Sulzer managed to implement the solution in 16 countries; a feat that they could only achieve thanks to an implementation plan developed by Sulzer and **tts**, which was simultaneously standardized and customized. "We tailored the over-complicated plan from SAP SuccessFactors to our precise requirements," explained Heiko Sengel, L&D Systems Expert at Sulzer AG.

"This made it transparent but at the same time sufficiently detailed to be able to execute every project step reliably."

Sulzer also faced the challenge of how to implement the Learning module according to the varying requirements of both small locations and large production plants. So they came up with an "implementation lite" scenario, focused on online training. As a result they could drive down the implementation schedule from 12 to four weeks and the administrator briefing from two days onsite to half a day online.

"Work out which functionalities you actually need at the earliest opportunity and shut down the rest."

Prior IT infrastructure test ensures high system performance

The internet connection, above all, had a decisive influence on the performance of the cloud-based system. Consequently Heiko Sengel recommends carrying out early local performance tests to gauge reaction times. Where they identified low system speed Sulzer found a remedy by using VPN tunnels and the available IT infrastructure, without additional cost.

Simplification saves time: 70 % fewer workflows

Sulzer slimmed down the complex admin interface significantly, which increased usability and radically reduced the number of workflows. "Work out which functionalities you actually need at the earliest opportunity and shut down the rest," Sengel advised. This approach paid off. The number of workflows shrank from 1,200 to around 300. As a result of the reduced complexity, administrators at Sulzer won valuable time that they could then invest in value-generating activities.

In-house support: another advantage

Local administrators provide first level support to Sulzer workers; Heiko Sengel and the helpdesk team then provide global second level support, assisted on technical questions where necessary by **tts**. "**tts** looks into our ticketing system and processes our requests very reliably." By keeping support in-house the L&D department is not only largely independent of third party vendor support, but is also building its own competences.

Release, release, release

A new SAP SuccessFactors release comes out every three months: the system is being further developed on an ongoing basis. But this also means ongoing challenges for the L&D department. At Sulzer they decided to carry out a quick test lasting a maximum one hour, testing only the most important processes, before applying release updates to the production system. To keep both administrators and end users up to date with the current status, Sulzer set up a communication process to prepare ad-

ministrators for the new release via a newsletter, while end users receive a welcome message about the relevant updates.

Heiko Sengel and his team, working together with experts from **tts**, have developed many company-specific solutions for demanding situations, enabling them to reach the ambitious target for a rollout at breakneck speed, without taking their foot off the gas pedal.

Facts & Figures
- Sulzer AG: 14,000 employees in more than 40 countries
- Global rollout of the SAP SuccessFactors Learning module
- Full and "lite" versions: implementation plans adapted to size of location
- Workflow complexity reduced by 70 %
- Quick-test process for release updates

Impressions
& Prospects

The tts WiT Award Goes to AXA Winterthur

What knowledge do you need to give workers at their workplace, and in what format? There's no shortage of technical possibilities and didactic theories behind modern approaches to corporate learning. AXA Winterthur is blazing a consistently innovative trail in this respect, and has done so for many years. In opening his eulogy to this year's winner of the **tts** WiT Award, Ulrich Ude, CEO of **tts** GmbH declared, "If you talk about innovation in learning and consider how to design the 'future of learning', you could hardly find a bet-

ter example than the one set to us all by AXA Winterthur." Qualification is now assuming an ever greater importance in the compliance-driven financial services sector and AXA Winterthur is achieving extraordinary things in vocational training with its highly competent team in the AXA Academy Switzerland.

Dr. Janosch Türling, Learning Architect, Stefan Schnegg, Head CC Learning, Andrea Dorner, Learning Tools & WBT Factory, and Torsten Fell, Head of Business Transformation accepted the symbolic relay ba-

ton trophy of the WiT Award (Wissen im Transfer – Knowledge Transfer) on behalf of AXA Winterthur.

The WiT Award honors organizations that are driving forward in-house structured knowledge transfer in outstanding ways. It has now been presented eight times. AXA Winterthur therefore joins the prestigious list of prize-winners from previous years: Lidl, Evonik, BMW, E.ON, Roche, Conrad and Novartis.

"If you talk about innovation in learning and consider how to design the 'future of learning', you could hardly find a better example than the one set to us all by AXA Winterthur."

This is what winners look like. Matthias Langenbacher, Managing Director tts Switzerland, and Ulrich Ude, CEO tts GmbH (second and fourth from left) celebrate with (from left to right) Stefan Schnegg, Andrea Dorner, Dr. Janosch Türling and Torsten Fell.

AXA Winterthur Makes Employees Fit for Digitalization

Push, pull, peer, personal –
the future of learning & development

DR. JANOSCH TÜRLING, ANDREA DORNER,
STEFAN SCHNEGG & TORSTEN FELL

Insurance company AXA Winterthur is taking control of its own destiny in occupational training and is open to new ideas. The result is an exceptionally rigorous and adventurous way for AXA Winterthur to achieve success. Overall, more than 4,000 employees and 2,500 sales representatives are benefiting from this strategy and contributing to the business success of the AXA Group with nearly € 100 billion in annual revenues.

How is the world of learning evolving in the face of the four megatrends of greater connectivity, new business models, personalization and globalization? All embedded in digitalization, these developments are presenting occupational training with fundamentally new challenges, according to learning architect Dr. Janosch Türling. What happens, when at some point a Google algorithm replaces sophisticated professionals such as tax consultants or investment bankers? A highly qualified team at the AXA Academy is already addressing such topics ahead of time, true to the slogan, "ready for tomorrow".

From directed to autonomous learning

Inspired by Jane Hart's model, "Modern Workplace Learning" (2015), AXA Winterthur is pursuing the principles of "push, pull, peer and personal" in its 2020 strategy to extend training and to develop an ecosystem in which AXA can evolve into a self-learning organization. "Push" refers to traditional learning according to schedule, whereas with "pull" learners grab knowledge bit by bit for themselves as required – this is where **tt guide** comes in. The next stage is the "peer" principle – continuous learning as part of day-to-day work, for example sharing knowledge and experiences in communities. The final stage is "personal", in which the learner uses external offerings alongside internal learning opportunities, such as on the internet or within professional networks. At the moment, learning at AXA is overwhelmingly in the first two categories of push and pull, but peer and personal are coming ever more strongly into focus. This demands a major transformation in the company and among employees, starting with the provision of new learning materials and embracing new tools and processes, through to a change in the learning culture. In future, AXA will indeed provide such a learning ecosystem, but each employee must take responsibility for his own learning and "employability".

The path to digital awareness

The AXA Academy was already very keen to embrace innovation, experimenting with a broad spectrum of tools. Its first intranet training took place in 1996, and virtual classrooms also have a long tradition. Since 2008 it has been using **tt knowledge force**. "A few years ago all project leaders wanted e-learning", said Stefan Schnegg, Head CC Learning. "Today, they would like videos." Schnegg and his team are open to offering employees whatever serves the purpose and is future-oriented. At the moment they are experimenting with training via smart-

phones. But not all employees are digital-savvy. On the road towards digitalization the AXA Academy has offered the necessary support in an exceptional way over the past year. Every two months a special Facebook-style online platform invites employees to grapple with the effects of this trend: what does digitalization mean, how does it impact everyday private life and how is it changing various business sectors and customer relationships? A digital assistant, a quiz and the chance to collect points help to extend knowledge and to overcome resistance to too much digitalization.

Let's check it out

Video-based learning nuggets, a sales magazine with personalized content and QuickAccess, with which the field staff can retrieve all learning content, are just some examples of how AXA is using digital opportunities to train its employees and raise performance. But the journey continues. They are already discussing technologies whose potential they would not want to forego: they have already considered virtual reality learning for customer meetings and a so-called self-advisory tool, which makes individual recommendations

"Every two months a special Facebook-style online platform invites employees to grapple with the effects of digitalization."

available to the employee after a couple of questions. And even when it comes to the topic of the internet of things, AXA has been using iBeacons technology, which has already been integrated into the sales environment, for learning purposes. At the moment AXA is considering an artificial intelligence-based platform, "Ask your BRAIN", which promptly replies to the sales rep's questions. There are plenty of ideas and AXA Academy has the people needed to make them reality.

"All embedded in digitalization,
greater connectivity,
new business models, personalization and
globalization are presenting
occupational training with fundamentally
new challenges."

Facts & Figures
- AXA Academy Switzerland: training more than 4,000 employees and 2,500 sales reps
- AXA Group: 166,000 employees and just under € 100 billion revenues
- Use of **tt knowledge force** for IT and non-IT subjects since 2008
- Proactive digitalization strategy
- Objective: a self-learning organization
- Learning media: online platform on the subject of digitalization, QuickAccess, learning nuggets, virtual reality learning, iBeacons, self-advisory tool and much more

Speakers' Quotes

"Coming to the **tts** Forum I expected to find out about new learning methods and to discover more about work in the future, and these expectations were fulfilled. With **tt performance suite tts** has helped VKB to build cascaded training for more than 3,000 sales partners. The new training can be implemented everywhere, and has brought about time savings. For our consultants, that means they can devote more time to their core tasks: advising customers and making sales."

Marek Kubek
Agency Business,
Versicherungskammer Bayern

"Last year I attended for the first time as a visitor, this year as a speaker. My expectations of the Forum: getting to know like-minded users of **tt knowledge force** from other companies, exchanging views and networking.

We all face similar challenges. As users we can build a strong community here and exert an influence on the future development of the software in a constructive dialog with **tts**.

tt knowledge force has given us the opportunity to produce digital learning modules independently and autonomously. We never previously had software to hand that enables us to design qualification in our systems more efficiently and effectively, and to react faster to changes. The entire project is running successfully and is very promising."

Michael Skala
Head of Division, Allianz Deutschland

"It is exciting to see in the other contributions where companies currently stand and how they are confronting very similar challenges. We like to take the opportunity to interact with other participants, take part in discussions and then also profitably apply our fresh insights."

Michael Lötscher
Head HR Excellence &
Development
Stefanie Mathis
Project & Process Manager,
Emmi Group

"For me, the most exciting thing is always the new release. Can we use the innovations? Do they fulfill our requirements and expectations? Ideally I would like to try out the new release immediately."

Andrea Dorner
Learning Tools & WBT Factory,
AXA Academy Switzerland

"Collaboration
with the colleagues from
tts was, and still is,
very pleasant; they are
friendly, reliable and
they know what works.
A good partner."

"We were attending the **tts** Forum for the first time as speakers and enjoyed the lively exchange with the audience at the end of our presentation.

We have a lot of possibilities with **tt performance suite**, which we can also extend if required, so that we can create both simple and complex learning units. The highly focused advice, provided without any fuss, was decisive in our selection. It was also very important for us that **tts** responded promptly if we had any issues and the need to solve something quickly. We are very satisfied: with the tool and with the consultancy."

Thomas Schreiner
Leader Solution Management Sales
Francesca Calvi Habel
Solution Manager,
Deutsche Leasing

"I am taking a lot of new ideas away with me from the **tts** Forum. I am very enthusiastic about the interplay of individual SAP Success-Factors modules with a consequently higher overall benefit. I think that this topic will also become very interesting for Sulzer.

We implemented SAP Success-Factors Learning together with **tts**. Having worked together really intensively with **tts** in the first year, we are now able to execute the implementation ourselves in a new region – the knowledge transfer thus worked superbly. Collaboration with the colleagues from **tts** was, and still is, very pleasant; they are friendly, reliable and they know what works. A good partner."

Heiko Sengel
Learning & Development Systems
Expert, Sulzer

"The Forum is interesting above all because you get to know so many other firms and corporate cultures. I have the impression that we are actually well on track with the questions about where we want to go as a company. I would now like to see if we can manage with this 360-degree approach. We certainly have the challenge that content associated with compliance topics is rather indigestible. Undoubtedly, we can convey learning content to employees in a more exciting way using this format."

Stefan Schnegg
Head CC Learning,
AXA Academy Switzerland

"I am at the **tts** Forum in Heidel-berg for the first time. A successful event presenting a good mix that draws on a variety of industries and different types of application, as well as interesting lectures. I was especially impressed to see the many ways you can use the software to support change and learning in an organization."

Christian Allekotte
Vice President – Solution & Transition, GSC
DHL Global Forwarding, Freight

"The presentations that I have heard so far were extremely interest-ing, above all both of the keynotes. It is always exciting to find out how other companies are dealing with challenges in the HR environment.
Our collaboration with **tts** couldn't be better. Quite uninten-tionally, we even changed to **tts** from another implementation partner during an implementation, because **tts** was a better fit with our expectations on quality."

Michael Brass
HR IT-Architect,
Lufthansa Global Business Service

"It is always exciting to find out how other companies are dealing with challenges in the HR environment."

"It was important to us that the 2,500 employees should be able to use the new system efficiently, and that they could get started with a good feeling. We can be very happy: satisfaction surveys showed that the people working with the system got used to it quickly and accepted it. We felt very well looked after by **tts** employees through-out the entire process. Everything proceeded very professionally."

Daniel Portmann
Project Manager Change Manage-ment and Training, Suva

"I value the interactions at the **tts** Forum and the opportunity to get fresh inspiration. Starting off with the keynote, and throughout the key topics, there are always new angles that stimulate reflection. On this occasion, of course, we enjoyed the lecture by Gunter Dueck, who drew on metaphors about cats and dogs to contrast creative lateral thinkers and free spirits with performance-oriented employ-ees who follow the pack."

Torsten Fell
Head Business Transformation,
AXA Winterthur Switzerland

Visitors' Quotes

"I was there for the first time and enjoyed the **tts** Forum very much, as well as yesterday's **tts** User Group. Generally speaking I like what **tts** is doing a lot. It is a company that consistently has good ideas and develops them further. Among other reasons, I came here to find out what we at BSH could do to further build on performance support."

Martin Alexander
Information Technology,
BSH Household Appliances

"I am attending the **tts** Forum for the first time. The mixture of topics is very exciting and interesting. In particular, the challenges and innovations within my own industry are very important to me. I also enjoyed the keynote speaker's presentation."

Pratibha S. Batchu
General Manager, Digital Content Solutions, Robert Bosch Engineering and Business Solutions, Bangalore

"It is fun for our authors to produce a track, their motivation is very high and it will remain so."

"The open, constructive communication in the User Group impressed me. What pleased me most is how open **tts** is to user feedback and how it involves customers in product development.

The combination of cloud strategy and SuccessFactors was an interesting aspect of the presentations. The extent to which you can fashion an entire HR IT platform from the same mold provides us an insight into the future.

We have been using **tt performance suite** for three weeks and our experiences have been very positive up to now. It is fun for our authors to produce a track, their motivation is very high and it will remain so."

Horst Kroker
Head of IT Service Management, Birkenstock

"I am at the **tts** Forum for the first time and was especially impressed by the keynote speech. Overall the presentations offer a good opportunity to get together with like-minded people."

Markus Golling
Learning Platform & E-Learning, MAN Truck & Bus AG

"We think the **tts** Forum is really good. We thought the intensive exchange of ideas in yesterday's User Group was fantastic, as was the networking meeting that followed. Gunter Dueck really delivered the ultimate keynote; you could recognize yourself in what he said. In particular, the topic of Industry 4.0 is a very important one for SICK as a company involved in sensor technology, since sensor intelligence is a key building block for Industry 4.0. We've been using **tt knowledge force** for a year in both IT and non-IT training, because it is a tool that covers all bases. It offers a whole host of possibilities. The collaboration with **tts** has been very good."

Timo Mutschler
Learning Media Consultant
Nico Zimmermann
Manager, Sensor Intelligence Academy, SICK

"It is simply a great event in a beautiful location. I am enjoying myself a lot and I am very happy that I was able to attend this year. Working together with **tts** is a really good experience."

Jonathan Jowett
Training Manager, Customer Strategy & Experience, SITA UK

"The **tts** Forum offers a great platform for networking. It gives us the opportunity to talk to **tts** specialists about topics that usually don't come up for discussion due to the lack of opportunity. Here we get to meet people who work with the product and have great expertise. Exchanging experiences with other customers about the product is just as important to me. It was a very informative day. I will definitely try to attend next year's forum to catch up on further developments of the various projects. "

Joshila Makan
CEO, Worldwide Chain Stores

"It is a really well thought-through format and **tts** always reveals a strong hand when it comes to selecting speakers."

"I've already visited the **tts** Forum on many occasions. It is a really well thought-through format and **tts** always reveals a strong hand when it comes to selecting speakers. **tts** Forum is a great opportunity to pause for breath and broaden your horizons. Even the conversations in the coffee breaks are useful."

Thomas Sohler
IT Infrastructure, Team Leader User Engagement, Siemens
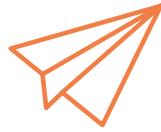
tts

Forum 2017

*Let's meet again
next year!*

We are delighted to invite you to the 13th **tts** Forum on April 27, 2017 at the Heidelberg Print Media Academy.

Next year you will again have the opportunity to hear about best practice projects in talent management, performance support and corporate learning. So, come and be inspired by the ideas and solutions of other companies and network with like-minded people in a friendly atmosphere.

tts Forum
April 27, 2017
Print Media Academy
Heidelberg

You will find all the information about the event at:
www.tt-s.com/forum-en

tts

knowledge matters.

We enable our customers to develop to their full potential with innovative solutions in the SAP and broader IT environment. Reliability, integrity and competence form the basis for long-term collaborative partnerships with these customers.

Full-service provider for Performance Support, Talent Management & Corporate Learning

Our portfolio covers everything related to talent management and corporate learning – so you get complete solutions from a single source.

- Talent Management: SAP Human Capital Management & SAP Success Factors
- Corporate Learning: Training & E-Learning
- **tts** software: **tt performance suite**, comprising the authoring and documentation solution **tt knowledge force** and the performance support solution **tt guide**.

tts in figures

We are represented in nine major European cities and the USA as well as our corporate HQ in Heidelberg.

- 11 offices
- 280 employees
- 18 years' experience
- 500 customers worldwide
- 4.5 million users of **tts** software

Imprint

Publisher
tts GmbH
Schneidmühlstraße 19
69115 Heidelberg
Germany
www.tt-s.com

Editorial
Annette Burtschell, tts GmbH
Anke Brettnich, www.textour.eu

Translation
Ed Walker

Photos
Tanja Nitzke
www.tanja-nitzke.de

Layout
ANKER – Visueller Halt.
www.anker-design.de

Distribution
tts GmbH

Frequency
annual

Circulation
750 copies

Note
We explicitly support gender-equality. To make this magazine more easily
readable we nevertheless avoid simultaneous use of both pronouns for
the two genders (he/she etc). Therefore, where we use the masculine gender
form in a general context, this naturally also implies the feminine.
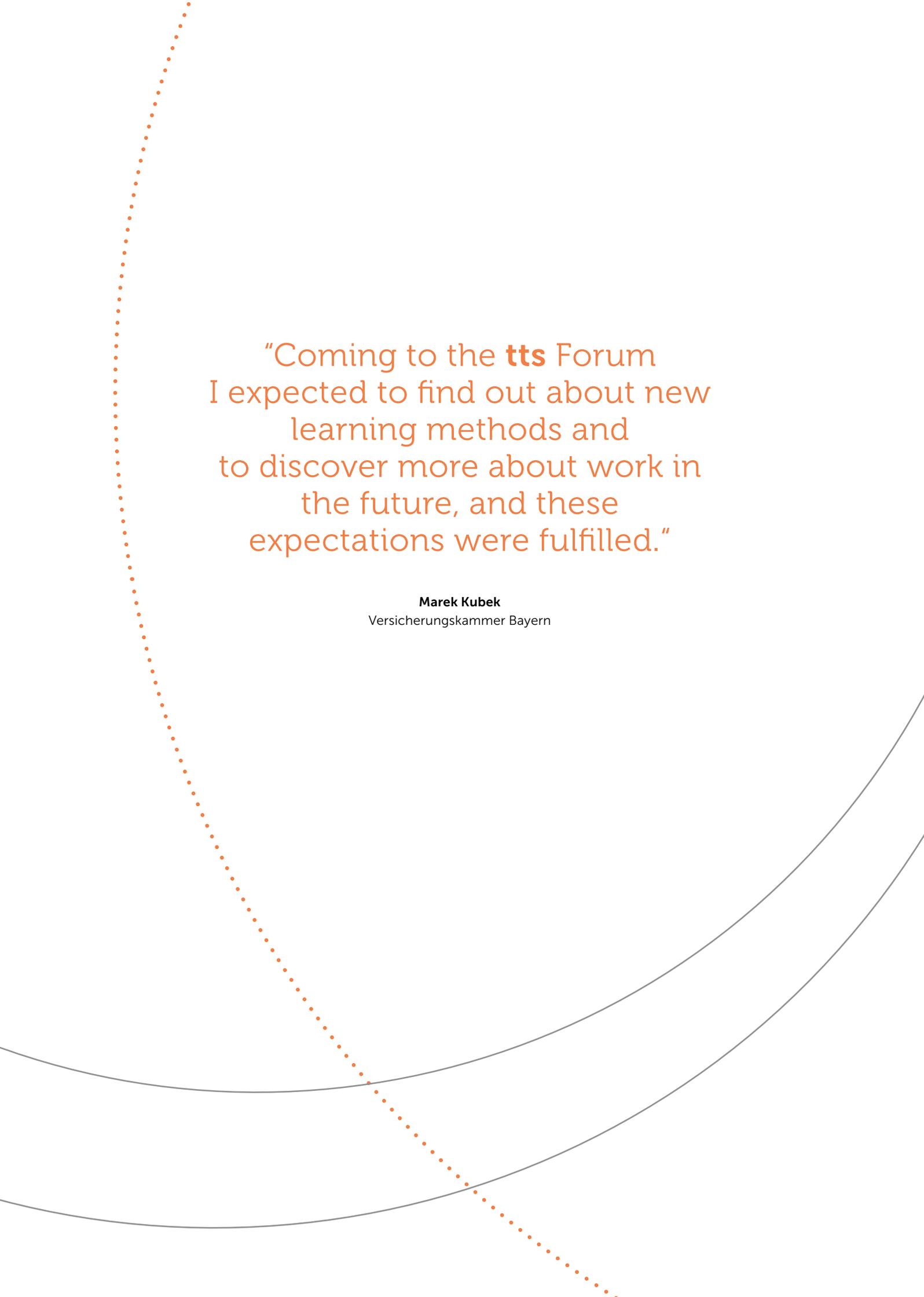
"Coming to the **tts** Forum
I expected to find out about new
learning methods and
to discover more about work in
the future, and these
expectations were fulfilled."

Marek Kubek
Versicherungskammer Bayern