

THE FUTURE OF L&D A DIGITAL LEARNING PERSPECTIVE



BNP PARIBAS
FORTIS

The bank for a changing world

CHAPTER 1

CHALLENGES FOR THE BANK

OUR PURPOSE

Together we commit to a better society,
as the trusted financial companion,
at all moments of our client's life.



DID YOU KNOW THAT...



1 person out of 3 in Belgium
is client of the bank



2 entreprises out of 3 in Belgium
are client of the bank



The largest branches' network
in Belgium



20-25% natural market share
Market leader in Belgium



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EXTERNAL CHALLENGES



INTEREST RATES ENVIRONMENT

1

High pressure on banks' income due to negative interest rates



DIGITAL REVOLUTION



CUSTOMER BEHAVIOUR

2

Digital revolution impacting customer behaviour



COMPETITIVE MARKET



NEW ENTRANTS

3

Fierce competition in Belgium & new players outside the financial sector



REGULATION

4

Increasing regulation leading to large investments (e.g. MIFID I & II, PSD II, BASEL III & IV, GDPR,...)



POSITIVE BANKING & THE 5 STRATEGIC PILLARS



Make life **EASIER**

We understand the needs of our customers and design services to facilitate their everyday financial journey.

Enable people to **GROW**

We make use of our strengths and expertise to help people and organisations grow, both internally and externally.

Root **SUSTAINABILITY** in our DNA

We take our responsibility and use our scale to play an active role in building a better future.

Maximize **DIGITISATION** & Efficiency

We focus on enhancing our services and limiting our costs by maximizing digitalisation and efficiency.

Accelerate Selective **GROWTH**

By maximizing efficiency we'll remain in a position to invest, pursue selective growth and develop new sources of income. We will look for new income sources and selectively accelerate growth.

CHAPTER 2

LEARNING ORGANISATION

WORKPLACE EVOLUTION 1980



WORKPLACE EVOLUTION 2016



WORKPLACE **EVOLUTION 1980-2016** FAST CHANGING DIGITAL WORLD



WHY IT IS URGENT



IN THE NEXT 15 TO 20 YEARS:

- 14% of all jobs will disappear
- Another 32% will change radically
- It is NOW happening



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HOW WILL THIS DEVELOP UP TO 2030 IN BELGIUM

864.000 NEW JOBS
VS
235.000 JOB LOSSES
BY 2030

**FOR EACH JOB THAT DISAPPEARS,
4 NEW ONES WILL BE CREATED!**



4.5 million

Working people need
to upskill



584.000

Unfilled vacancies
in Belgium in 2030



310.000

Workers and unemployed
people in retraining



95 billion euros of GDP

At stake in 2030 alone

.AGORIA

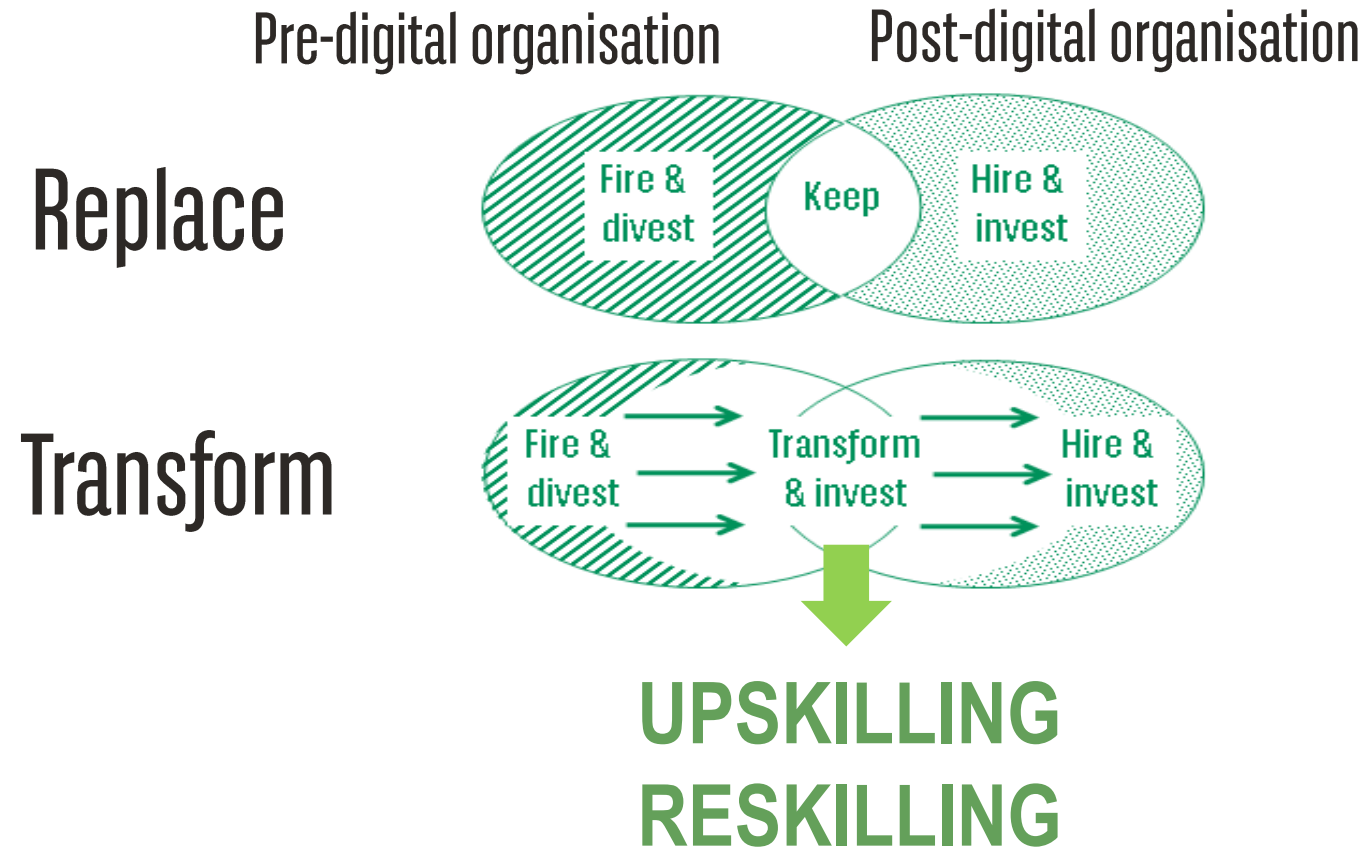


**BNP PARIBAS
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The bank for a changing world

WHY BNP PARIBAS FORTIS FOCUSES ON UPSKILLING & RESKILLING?

BUILD AS MUCH AS POSSIBLE OUR FUTURE WITH TODAY'S WORKFORCE



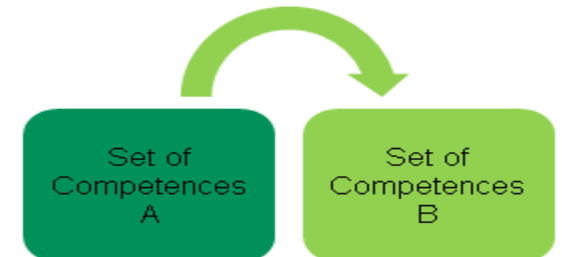
HOW TO GET THERE?

UPSKILLING



- Keep up to date in your field
- Integrate new practices, new tools, evolutions of your job
- Continuous improvement

RESKILLING



ENABLE PEOPLE TO GROW

SUPPORTING & DEVELOPING OUR TALENTS

Figures 2020

Staff

#11,032

- > External hirings: 378
- > Internal mobility: 687
moved to a job in another
"Business Line"
- > Nationalities: 39

#50,120

- > Total mandays of training
- > We invest 3.41% of staff
expenses in training

#915,000

- > 915,000 telework days
- > 10.7 average telework days
per month per employee

TRANSFORMING IS LEARNING: MOVING TOWARD SELF-REGULATED AND CONTINUOUS LEARNING



Culture of compliance Training

Placing a high value on ensuring that employees adhere to the regulations and requirements necessary to do business.



Culture of necessary Training

Focuses on teaching employees about highly job-specific tools and processes. This usually takes place during the onboarding process or when new tools or processes are introduced.



Culture of Self- Regulated Learning

Goes beyond compliance and necessary training. At its core, it aligns employee development with organisational goals. Often organised in a blended way (on the job and taken out of their job).



Culture of continuous Learning

Learning becomes part of people's everyday work and a regular part of their day. It becomes a daily habit (e.g. 15 minutes per day).



QUESTION FOR YOU



What is your current learning culture?

- 1. Compliance Training**
- 2. Necessary Training**
- 3. Self-regulated Learning**
- 4. Continuous Learning**

Your answers in the chat please



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CHAPTER 3

DIGITAL LEARNING @ BNP PARIBAS FORTIS

MY LEARNING COMMUNITIES OUR DIGITAL LEARNING PLATFORM



LEARNING & DEVELOPMENT DIGITAL TRANSFORMATION **TIMELINE**

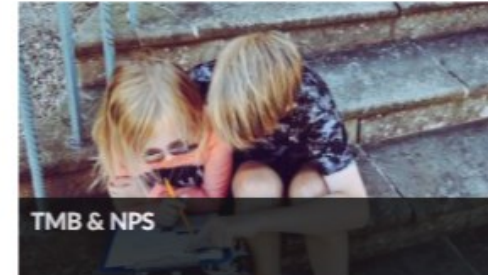
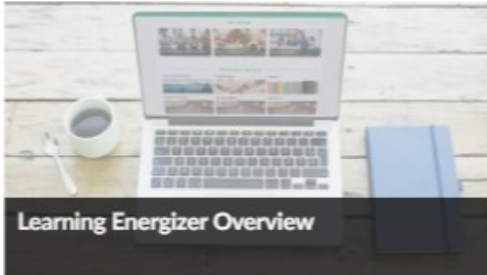


A NEW START

- Fast changing world
 - Expertise driven
 - Learning Anytime; Anywhere & Anyplace
-
- My Learning Communities
 - IT Learning Channel - Digital@Scale
 - Digital Maturity Assessment

MY LEARNING COMMUNITIES OUR TRANSVERSAL TOPICS

In the Spotlight



Continuous Learning

Soft Skills



Strong Teams



People Management



My Well-Being



Let's get Digital



Library



Path to Performance



Know Your Bank!



Discover



MY LEARNING COMMUNITIES OUR LEARNING COMMUNITIES

Learning Communities

Digital@Scale



CSC Community



BfE Academy



Digital Change Academy



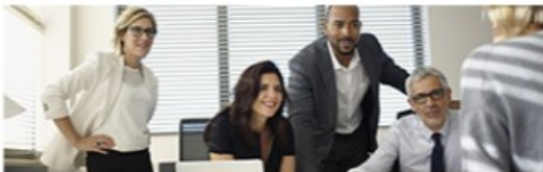
Learning@iBank



Private Banking Academy



CB Academy



Insurance Academy



HR Academy



Trainers Xchange



Fintro Training



MY LEARNING COMMUNITIES **IT – DIGITAL @ SCALE**

Hi Tim,
Welcome in your Digital@Scale Academy



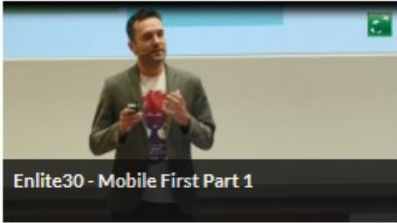
Leerobjecten/opleiding

What do you want to learn?

NL



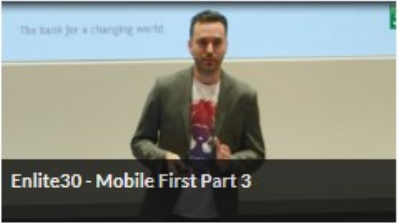
In the spotlight



Enlite30 - Mobile First Part 1



Enlite30 - Mobile First Part 2



Enlite30 - Mobile First Part 3

<

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Channels

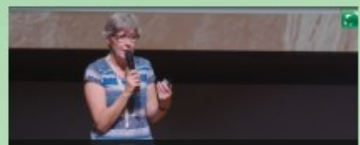


Our Vision



Agile Impulse

Best Rated Content



Handover to IT OPS - Marianne VANDEWOUDE

MY LEARNING COMMUNITIES IT – DIGITAL @ SCALE

API & Microservices

Leerobjecten/opleiding ▼ What do you want to learn? NL

API & Microservices Concepts

VOLTOOID



What is an API?

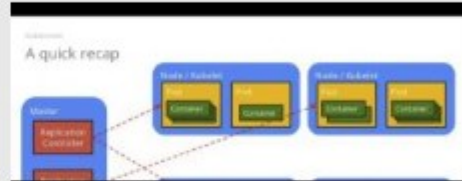
DECE



What are Microservices?

★ What are microservices?

A quick recap



Introduction to Microservices, Docker, and Kubernetes

< >

API & Microservices @ BNPPF

API Status Codes



BNPPF API Design Quick Guide

API Reference Card



Open Banking: what does it mean for the bank and its customers?

Banking as a Platform (BNP Paribas Fortis)

Video • 4 min.

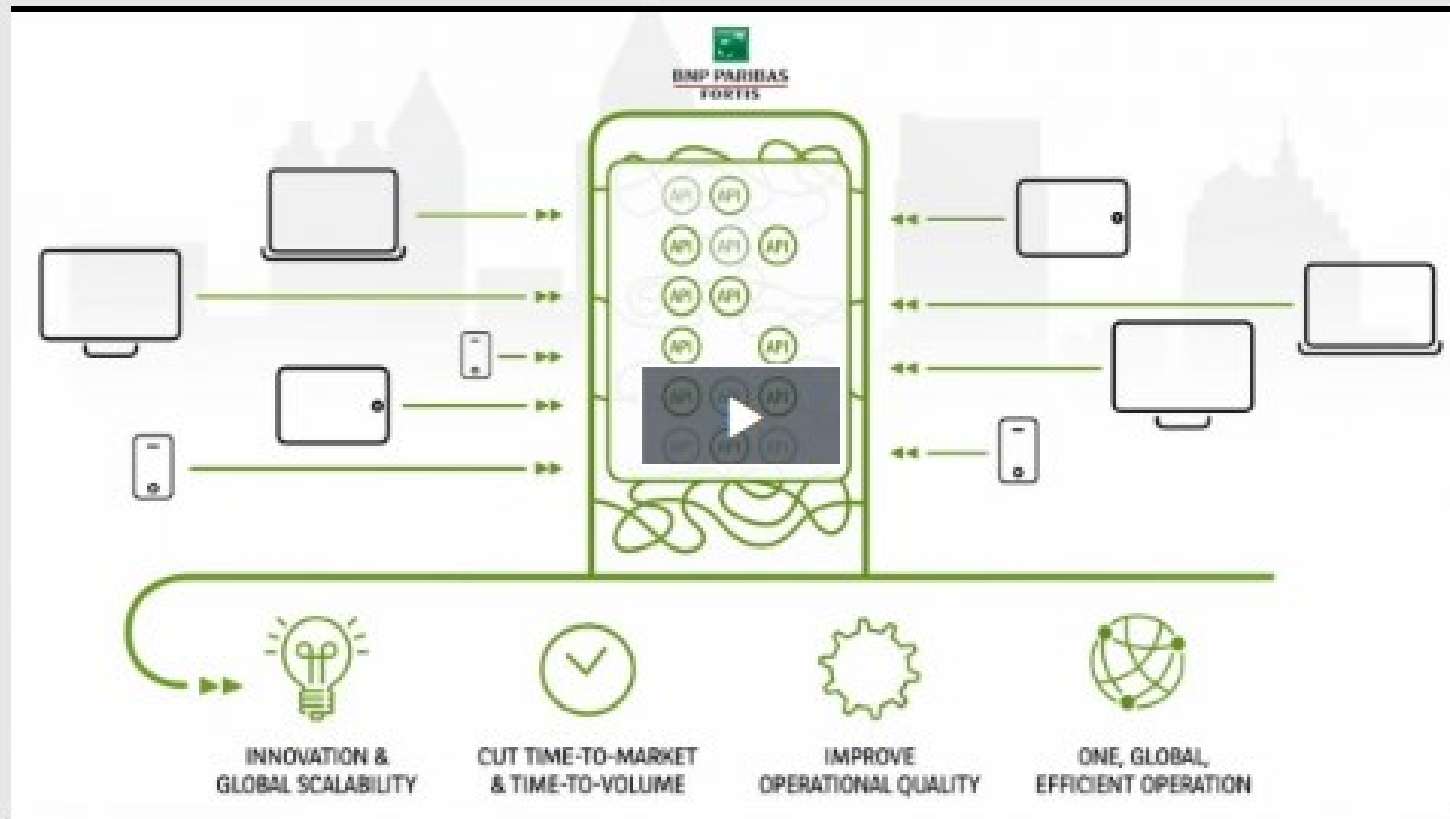
A short explanation of how APIs are directly involved in BNPPF transformation towards Open Banking

< >

MY LEARNING COMMUNITIES IT – DIGITAL @ SCALE

< Terug

Banking as a Platform (BNP Paribas Fortis)



In het kort

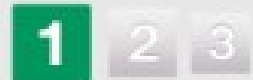
In detail

Thema's / Tags

Lengte: 4 min.

2178 bezoeken

Niveau



A short explanation of how APIs are directly involved in BNPPF transformation towards Open Banking

Video

Voortgang



Toevoegen aan favorieten



Delen met een collega



Taal: English

Stem: ★★★★★ (132 stemmen)

DIGITAL MATURITY ASSESSEMENT **A TOOL TO START**

5 DIMENSIONS TO ASSESS:

1. VISION OF DIGITAL LEARNING
2. LEARNING APPROACH AND CONTENT
3. ROLES & RESPONSIBILITIES
4. SOCIAL LEARNING
5. ADOPTION BY LEARNERS

TRANSLATED IN TOPICS
& OPERATIONAL QUESTIONS

1 SCORE FOR EACH DIMENSION

ALLOWS US TO HAVE CLEAR "REQUIREMENTS"
FOR THE BUSINESS = CONDITIONS FOR SUCCESS:

- CLEAR VISION ON OBJECTIVES
- CLEAR VISION ON AVAILABLE CONTENT (OR APPROACH)
- FREE RESOURCES/EXPERTISE TO CONTRIBUTE

Date of update	L&D Advisor	Stream Name	Maturity Level			
17/04/2018			1 (low) - 2 - 3 - 4 - 5 (high)			
		Topics	Questions	Description / Status	Maturity	Comment
Define the Vision on Digital Learning	Why ? (do we want digital learning?)	Marketing of offer	- Do you position the learning platform as a way to market/promote the learning offer ? ☒ - Is it a way to articulate and give coherence and visibility to the learning offer ?	This will be the channel to communicate and promote the learning offer. This platform will also be used for the recyclage for the regulatory trainings. ☒	2	
		Digital and snackable content, available anytime and anywhere ?	- Do you see digital learning as an opportunity to deliver content in small pieces (short videos, onepagers, infographics, ...) in order to stimulate continuous and focussed learning ? ☐ - To what extent is mobile learning an opportunity in the business ?	this has to be developed together with the experts ☐		
		Continuous and personalised learning experience	- Are you ready to leave some autonomy to the learners and let them choose what they need to learn ? ☒ - Do you have enough variety in content and formats ?	autonomy will be given to the learners in order to choose what they will learn. Differeents formats have to be developed. ☒		
		Offer a selection of high quality learning content created by experts and peers	- How do you evaluate the possibility that learners exchange own content, best practices, ... ? ☐ - Do you have resources to share contents (experts, trend setters, early	still to be defined ☐		

LEARNING & DEVELOPMENT DIGITAL TRANSFORMATION **TIMELINE**

2018



A NEW START

- Fast changing world
- Expertise driven
- Learning
Anytime; Anywhere
& Anyplace

- My Learning Communities
- IT Learning Channel -
Digital@Scale
- Digital Maturity Assessment

2019



DIGITISATION OF LEARNING SOLUTIONS

- Digitalisation of content
- #EnergizeYourLearning
Market the digital
learning offer

- Video making
- More Learning
Communities joining
- Learning Energizers

2020



2021



BEYOND



DIGITISATION OF CONTENT : CREATION OF A TOOLBOX

Reading material	Voice-over Powerpoint	Home made videos	Professional videos	Home made e-Learning	Professional e-Learning
• Easy to produce & low cost • Full autonomy • Can be creative (infographic) • Time to market is short	• Easy to produce & low cost • Full autonomy • Can be creative and a bit interactive • Time to market is short	• Relatively easy to produce & low cost • Can be creative and a bit interactive	• Professional • Support provided by professional • Time to market is short	• Autonomy for maintenance • Interactivity easy to integrate • Can be creative	• Professional Support provided by professional • Interactivity easy to integrate • Can be very creative
• Has to be combined with other formats to bring interactivity • Low learner engagement	• Has to be combined with other formats to bring interactivity • Low learner engagement	• Has to be combined with other formats to bring interactivity • <u>Example</u>	• Has to be combined with other formats to bring interactivity • Cost • <u>Example</u>	• Learning curve to adopt authoring tool • Duration	• Duration • Cost

- Bringing variety in the format is recommended to keep learner's attention
- Interactivity can be integrated between modules (eg. intermediary quizz, etc...)

A short training track to support the business:
 From story telling to story boarding
 How to make a video with Ipad
 How to make an e-Learning



CONTENT MARKETING - MICRO-LEARNING



SUSTAINABILITY

2 Digital footprint

Laten we de vaart erin houden en het deze week hebben over onze digitale koolstofvoetafdruk! Bij BNP gebruiken we veel communicatiemiddelen en bewaren we veel gegevens, waaronder e-mails, in de prullenbak. Daarom bieden wij u deze week een inleiding tot de Refresh corner en een document met tips & trick om ons te helpen bijdragen aan duurzame ontwikkeling.

WATCH & LEARN – REFRESH PRESENTATIE



In deze video ontmoeten we Sandra Wilkens & Carlos del Marmol om de interne Refresh-campagne over digitale vervuiling voor te stellen. Ze is gebaseerd op de samentelling van twee strategische pijlers van de bank, enerzijds digitalisering en anderzijds duurzame ontwikkeling. Wij krijgen een overzicht van de acties van BNP Paribas in het beheer van duurzaam digitaal en enkele gedragingen die iedereen kan aannemen om op een duurzame manier bij te dragen tot ons milieu. Tijdens deze campagne zal het gebruik van e-mails, opslag en zoeken op het web worden besproken.

Klik op de link hieronder om de video te bekijken:

[BEKIJK DE VIDEO](#)

TIPS & TRICKS - BEHEER UW E-MAILS BETER



In deze kleine tips & tricks, gemaakt voor de Corner Refresh, vindt u onmisbare tips om uw digitale consumptie meer verantwoord te maken! Zo kunt u uw e-mails beter beheer en uw digitale voetafdruk verkleinen en zo bijdragen tot duurzame ontwikkeling.

Raadpleeg de tips & tricks :

[RAADPLEEG HET DOCUMENT](#)



Bienvenue Silke Tack
6 348 points | 6 badges

Accueil Mon activité Mes discussions Besoin d'aide?

Recherche : Sur tous les contenus OK

< Retour L'Europe peut-elle éviter la Japonisation? – Koen De Leus



En bref En détail Thèmes / Tags

Durée : 2 min. 497 visite(s)

Vidéo

Progression 100 %

Ajouter aux favoris Partager avec un collègue

Langue : Français

Vote : ★★★★★ (26 votes)

Discussion [Suivre cette discussion](#)

Future Yourself

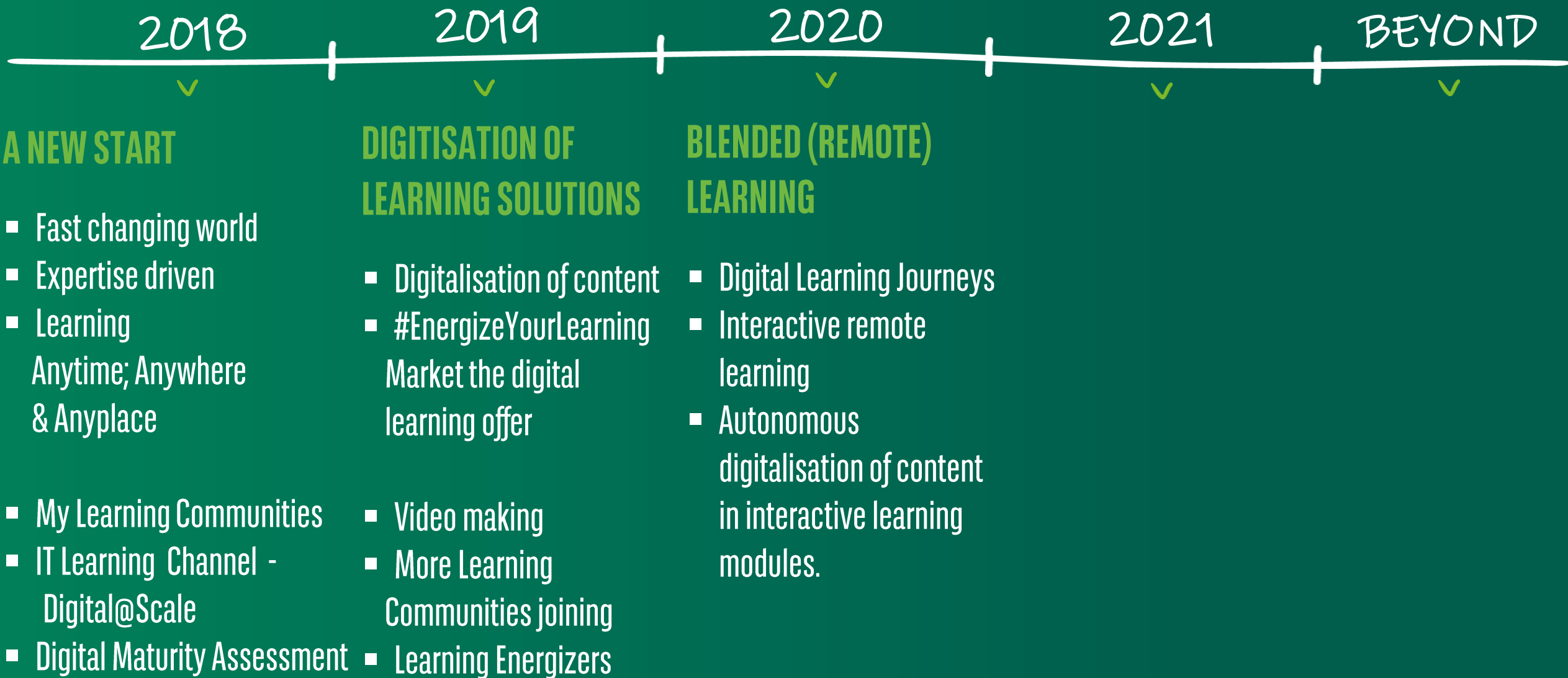
- Continuous Learning Culture
- Montly Topics – Discovering content outside your daily scope
- Every week new short content to introduce
- Relevant topics for the organisation and individual



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LEARNING & DEVELOPMENT DIGITAL TRANSFORMATION **TIMELINE**



DIGITAL LEARNING JOURNEY

← Communiceren met impact - Communiceren met impact

30

→

GROEP

DELEN

ACTIVITEITEN

✓ Inleiding

📌 De basisprincipes van communicatie

Hoe zorgt u dat uw boodschap overkomt?

📌 De aandacht van uw publiek vasthouden

📌 Vertel verhalen 5 PTN

Wat doet u om uw publiek te boeien? 5 PTN

Toepassing 5 PTN

Wat vindt u? 5 PTN

De aandacht van uw publiek vasthouden 15 PTN

Een goede verstandhouding opbouwen met uw publiek 20 PTN

Nu is het uw beurt! 10 PTN

Conflicten oplossen

Vertel verhalen

Manfred Kets de Vries laat zien dat verhalen uitstekend werken om uw boodschap duidelijk te maken en uw publiek zowel rationeel als emotioneel aan te spreken.

5 PTN VERDIEND

CROSSKNOWLEDGE
A Wiley Brand

Manfred Kets de Vries
INSEAD

Ik vertel een verhaal over de symbolische rol van een leider.

1:58

★★★★☆ | 3.7/5 (29 stemmen)

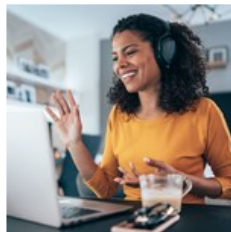
NL



Dynamische animatie van digitale workshops en vergaderingen

In deze digitale module voorzien we u van alle mogelijke documenten, presentaties, tips en trucs, ijsbrekers, dia's, ... om een vergadering of training interactief te maken.

De 10 gouden regels voor het houden van een digitale vergadering



10 GOUDEN REGELS VOOR DE
BEGELEIDING VAN EEN
DIGITALE VERGADERING

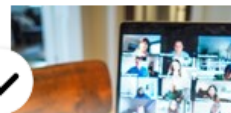
Start

Voltooid

Ice breakers & interactie met fun



Check in



Energizers

INTERACTIVE REMOTE LEARNING

Dynamisch faciliteren van digitale vergaderingen en workshops



Modules Webex



Webex White Board

Voltooid

Start



Chat

Voltooid

Start



PowerPoint

Voltooid

Start



Webex Polling (ENG)

Voltooid

Start



Annotate in Webex (ENG)

Niet gestart

Start



Deelsessies in Webex
(Breakout sessions)

Niet gestart

Start



How to use Breakout Sessions
in Webex

Niet gestart

Start



INTERACTIVE REMOTE LEARNING

Dynamisch faciliteren van digitale vergaderingen en workshops



Presentatie - Tips en tricks (NL) - Start activiteiten voor een online workshop (NL)



Presentatie - Trainers expertise update #7

Niet gestart

Start



Tips voor online hosts

Voltooid

Start



Start activiteiten voor een online workshop

Niet gestart

Start

Technical issues Webex & Skype



Webex sound problems - manual (ENG)

Voltooid

Start



Webex camera problems - manual (ENG)

Niet gestart

Start



AUTONOMOUS INTERACTIVE LEARNING MODULES



Demo **FLASHCARDS**: Wat weet jij van flitskaartjes



Demo **SMARTVIDEO**: Maak kennis met UNI-Learning



Demo **SMARTTEST**: Hoe maak je vragen? *formatief*



Demo **STORYWISE**: Hoe schrijf je een goed verhaal?



Demo **ONTHESPOT**: is dit veilig?



Demo **SMARTPAGES**: Active Learning Program



Flashcard

SmartVideo

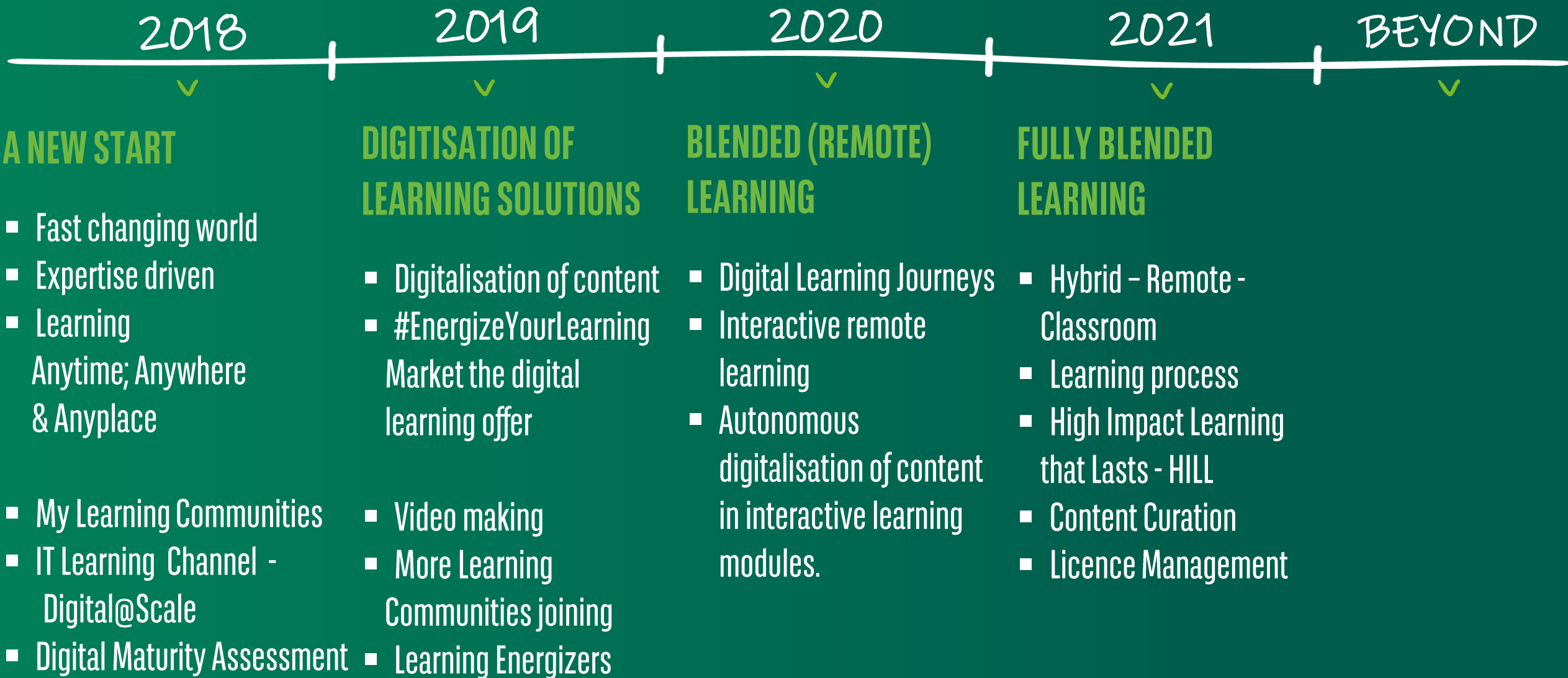
SmartTest

StoryWise

OnTheSpot

SmartPage

LEARNING & DEVELOPMENT DIGITAL TRANSFORMATION **TIMELINE**



HYBRID LEARNING



REMOTE LEARNING



HIGH IMPACT LEARNING THAT LASTS - HILL

ACTION & SHARING

- Transform learning into an experience
- Allow learners to try things & discuss with peers.
- Help them improve memorization so that skills stick

LEARNER AGENCY

- Learners are in control of the what, the when and the how
- With increased independency, they increase their motivation to learn
- Each learner develops his/her own action plan

FLEXIBILITY

- Allow switching between formal & informal learning
- Harness the potential of informal learning
- Spread awareness of the omnipresence of informal learning

CREATE A SENSE OF URGENCY

- Set goals for the learner
- Trigger curiosity and the urge to learn

HYBRID LEARNING

- Combine online & offline learning
- Use creativity to develop new formats
- Make it possible for people to forge connections
- Ensure blended learning is aligned with formats & needs

COLLABORATION & COACHING

- Enhance the social aspect of learning
- Train people how to give productive feedback
- Deploy gamification so people can feel validated

ASSESSMENT AS PART OF LEARNING

- Enable the assessment of skills and knowledge acquisition for each learner
- Help people move forward
- Promote discussion after assessment



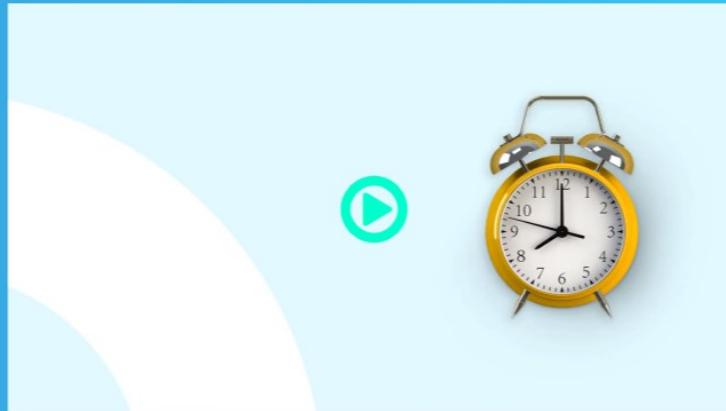
CONTENT CURATION



Timemanagement

Wordt jouw dag beheerst door mailtjes, telefoontjes en vragen van collega's? Tijd om de regie zelf in handen te nemen! Volg deze training en breng orde in de chaos!

MIJN VOORTGANG		
Training niet gestart.	Eindtoets niet gestart.	
0/5 lessen afgerond	0/24 activiteiten afgerond	60 minuten gestudeerd



1. Slim tijd benutten



IN DEZE LES WERK JE AAN DEZE LEERDOELEN:

- ☑ Bepaal een efficiënte dagindeling.
- ☑ Ontdek hoe jij met je tijd omgaat.



Magazine

⌚ 15 minuten



Smartinfo

⌚ 3 minuten



Quickscan

⌚ 10 minuten



Go!

⌚ 10 minuten

coursera
Most Popular Courses



PLURALSIGHT

LEARNING & DEVELOPMENT DIGITAL TRANSFORMATION TIMELINE



2018



2019



2020



2021



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DIGITISATION OF LEARNING SOLUTIONS

- Digitalisation of content
- #EnergizeYourLearning
- Market the digital learning offer
- Video making
- More Learning Communities joining
- Learning Energizers

BLENDED (REMOTE) LEARNING

- Digital Learning Journeys
- Interactive remote learning
- Autonomous digitalisation of content in interactive learning modules.

FULLY BLENDED LEARNING

- Hybrid – Remote - Classroom
- Learning process that Lasts
- High Impact Learning
- Content Curation
- Licence Management

ADVENTURE CONTINUOUS

- Workplace Learning
- Learning in the Flow of work
- Connectivity and integration roadmap of systems

CHAPTER 4

ALWAYS KEEP LOOKING BEYOND

COOPERATIVE TOOLS FOR THE FUTURE



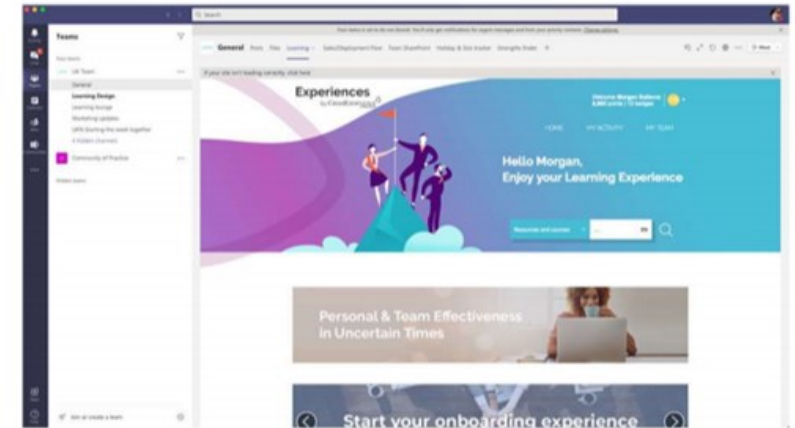
Loading Microsoft Teams . .

Ease the access to your Learning Solution from MS Teams

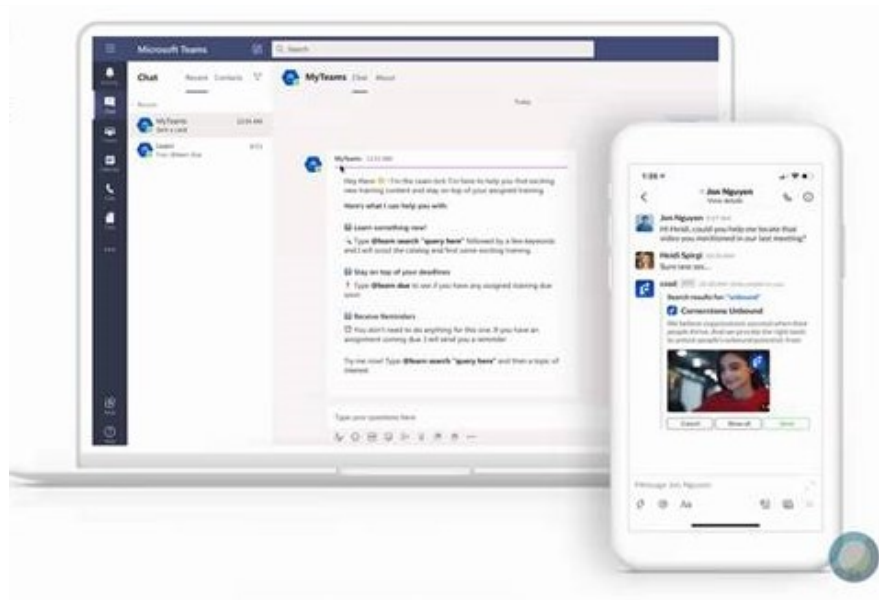
Embed your learning solution (CKLS) to your most important Teams in MS Teams

Create a direct access to the homepage/landing page of your learning solution without asking the learners to leave MS Teams.

With help of a Single Sign-On integration the learners can seamlessly jump in and out of your learning solution directly from Teams.



CROSSKNOWLEDGE
A Wiley Brand



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IMMERSIVE LEARNING



**BNP PARIBAS
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“Technology will
not replace great
teachers but technology
in the hands of great
teachers can be
transformational.”

George Couros



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THANK YOU



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