# Transform your company with **online learning**. Find out how from BP.

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# Meet the speakers.



**Monika Hamori**
Professor and Director of Academic Development, IE Business School, Madrid, Spain



**Nick Jones**
Learning Services Director, Upstream Talent & Learning, BP



**Stephanie Smith**
HR Transformation Manager, Upstream Modernization & Transformation, BP

Coursera helps companies around the world **transform their workforces** through curated online learning experiences developed by global leaders in education and industry.

Yale · E · Duke UNIVERSITY · UNIVERSITY OF LONDON · ie BUSINESS SCHOOL · Google

**30 million+** registered Coursera learners

**110 million** enrollments

**160+** partner institutions
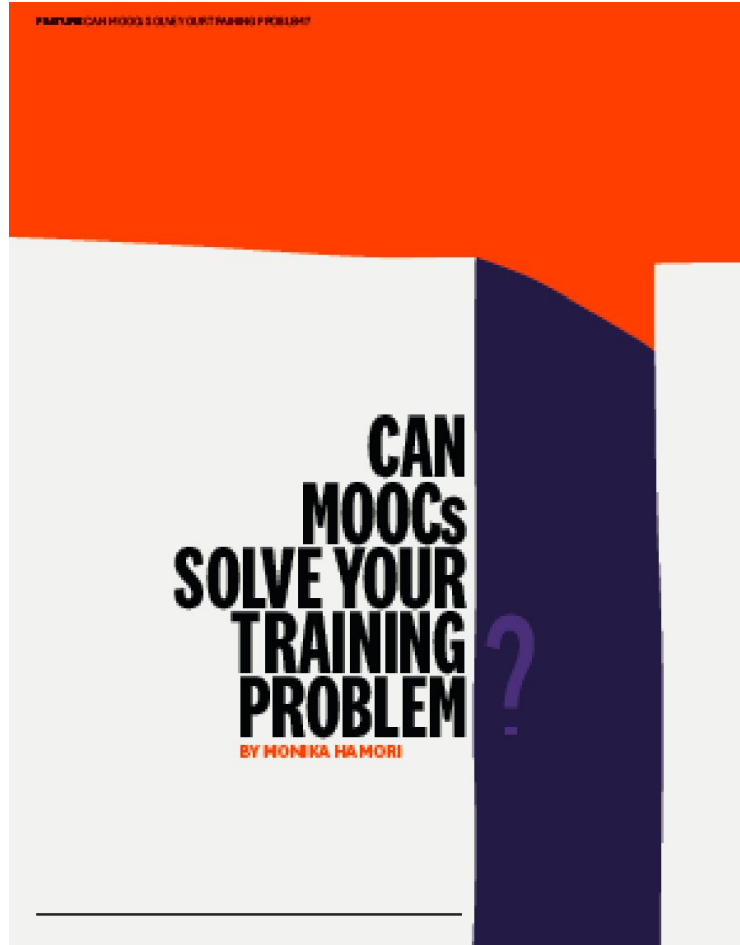
**2,500** courses

**10+** languages

**900+** Enterprises

**Leading firms** look to Coursera to ensure their employees will have the skills needed to **thrive**.

Monika Hamori

IE Business School
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Harvard Business Review, January 2018

# The Context

- Formal training is important

- The proportion of employees who receive training decreased between 2001 and 2009

- 34% of MOOC learners receive no employer training

- Easy-to-access, cost-effective MOOCs may offer a solution

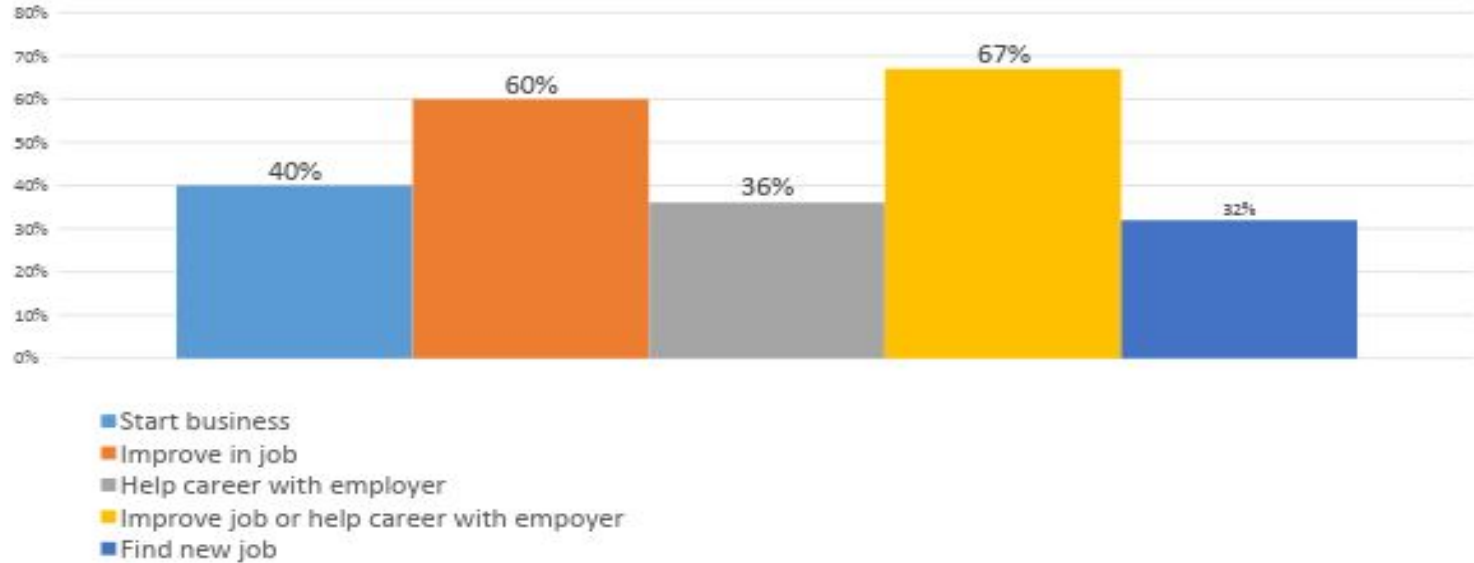- Do employers leverage MOOCs for corporate development?

# The Context

- Surveys to 2490 participants of 16 MOOCs in Marketing, offered by top European business school on the Coursera platform

- 1481 learners employed full-time or part-time

- Interviews with 74 of them between February to October, 2016

- Currently: 520 employed learners after the courses

- Future: The employer perspective

Ayudas Funda
a Investigador
Creadores Culturales

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# Motivation to do the MOOC

**Motivations to do the MOOC**
Percentage of employed learners



- Start business
- Improve in job
- Help career with employer
- Improve job or help career with empoyer
- Find new job

# Employer support



Employer support to employed learners
Percent learners receiving support
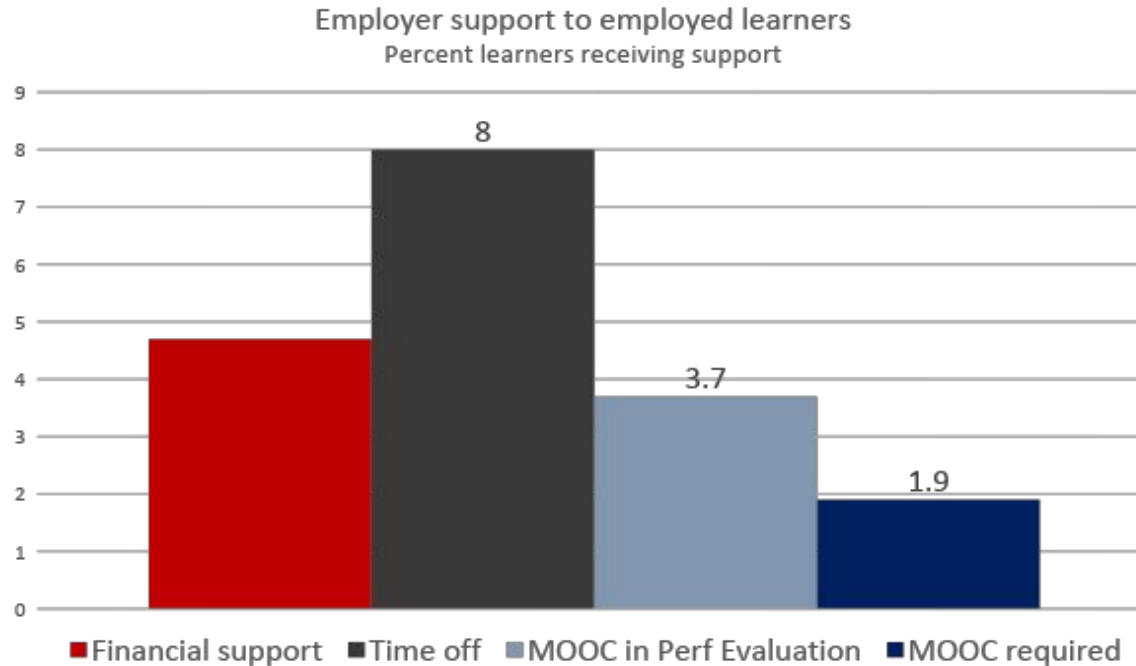
# Employee efforts in MOOCs go unnoticed by employers

**Individuals are taking control of their own development.** They proactively choose MOOCs that meets their self-assigned career goals or the general marketability of their skills:
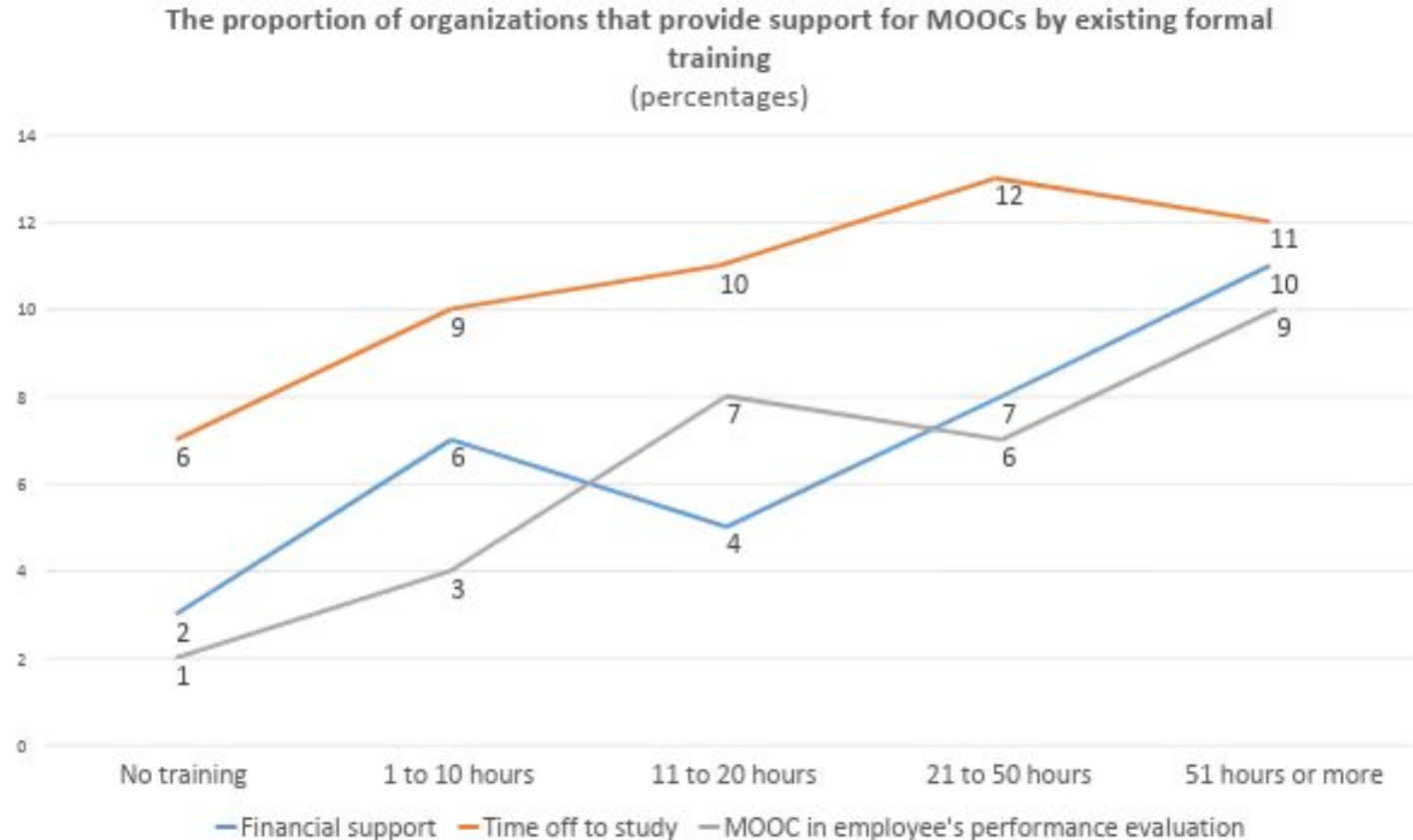
- Kumar: career change within company (from R&D to marketing)
- Sara: MOOC to legitimate work experience in Marketing
- Alejandro: from a purely technological background to consultant with retail and wholesale expertise → project manager → MBA

# Steps to leverage MOOCs in the workplace

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# 1. Build an "L&D Culture"



The proportion of organizations that provide support for MOOCs by existing formal training
(percentages)

— Financial support   — Time off to study   — MOOC in employee's performance evaluation

# 2. Learning-oriented individuals and managers are best MOOC champions

"So I suggested this course to my boss after finding Coursera, and they accepted that I take the course and they financially support it"

"The reason why I have come across this channel management course is because ... we are selling through the channel partners. This particular course, specifically weeks one and two, is very relevant and very good content to help my team members."
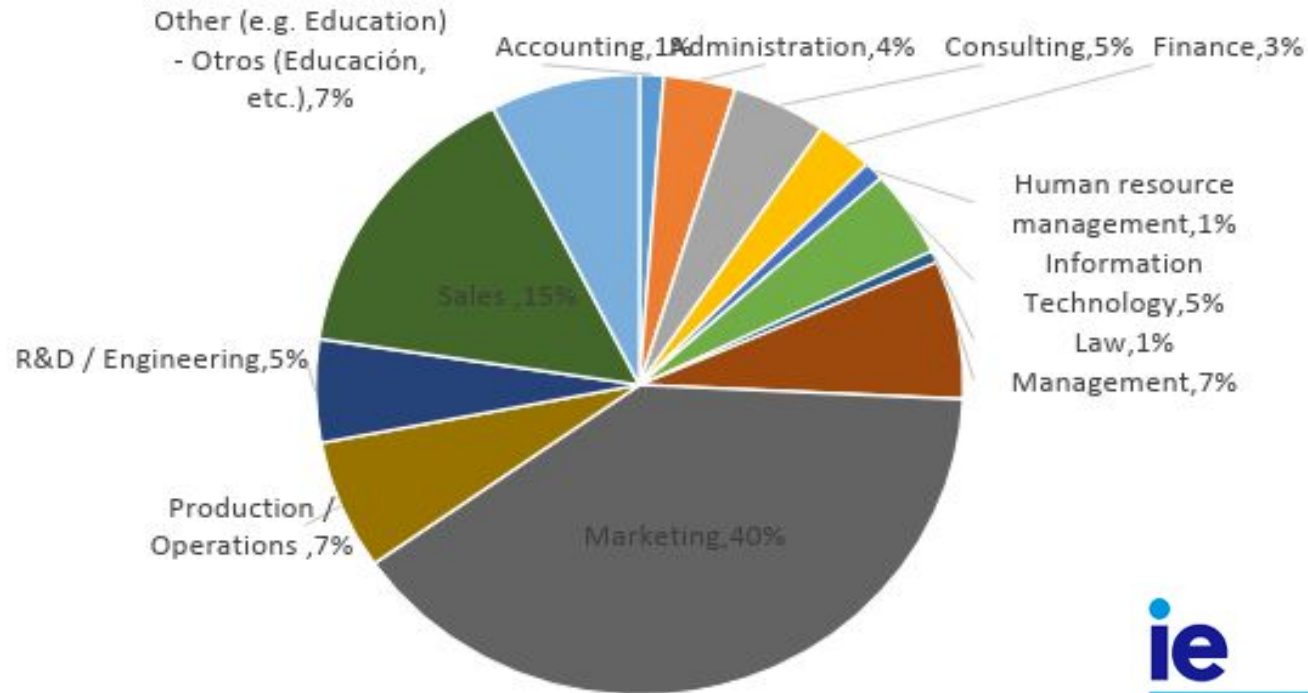
# 3. Piloting improves relevance

Too much flexibility may lead learners to take courses that is less relevant to their job

- L&D departments may do some initial screening

- Have a team member try it out and report back to others

- Have team members rate courses

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# 4. Companies can use MOOCs to develop broader set of competencies



Other (e.g. Education) - Otros (Educación, etc.),7%
Accounting,1% Administration,4% Consulting,5% Finance,3%
Human resource management,1%
Information Technology,5%
Law,1%
Management,7%
Sales ,15%
R&D / Engineering,5%
Production / Operations ,7%
Marketing,40%

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# 4. Companies can use MOOCs to develop broader set of competencies

A data analyst who needs to understand brand and product management concepts for his new project

A programmer who provides support to an insurance company's marketing team

A new executive who had to familiarize herself with marketing concepts to be able to guide her marketing team

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# 5. Managers should serve as surrogate instructors

Managers can provide informal guidance before and during courses

Managers can help people reflect on what they have learned

"I pulled the entire team into the meeting room and asked, 'What have you learned from these modules? How will you relate them to your job?'"

*Manager, US multinational in Malaysia*

# 6. If completion rates are the objective:

- Make learners earn a certificate

- Pay course fees

- Have the courses included in learners' performance evaluation

These techniques are more effective than auditing or giving learners time off to do the course.

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# BP's strategy – modernizing the group

Simplify and modernize so we can continue to compete and seize new opportunities with our partners and stakeholders in a changing world.

- Digital transformation isn't just a **buzzword or fad**, but a core component of our strategy.

- **Building our internal capability** is part of our Leadership Expectations and is a **key enabler of our digital agenda**.

- Developing our **digital capability is a major focus** for all parts of the business.

BP strategy - platform for growth

1. Shift to gas and advantaged oil in the Upstream

2. Market led growth in the Downstream

3. Venturing and low carbon across multiple fronts

4. Modernizing the whole Group

# BP's Digital Skills Framework

The following categories of digital skills have been agreed as priorities in support of our digital agenda.

Agile
(e.g., Scrum)

Data management
and analytics
(e.g., data
science)

Design
(e.g.,
design-thinking)

Digital leadership
(e.g., adaptive
leadership)

Innovation
(e.g., digital
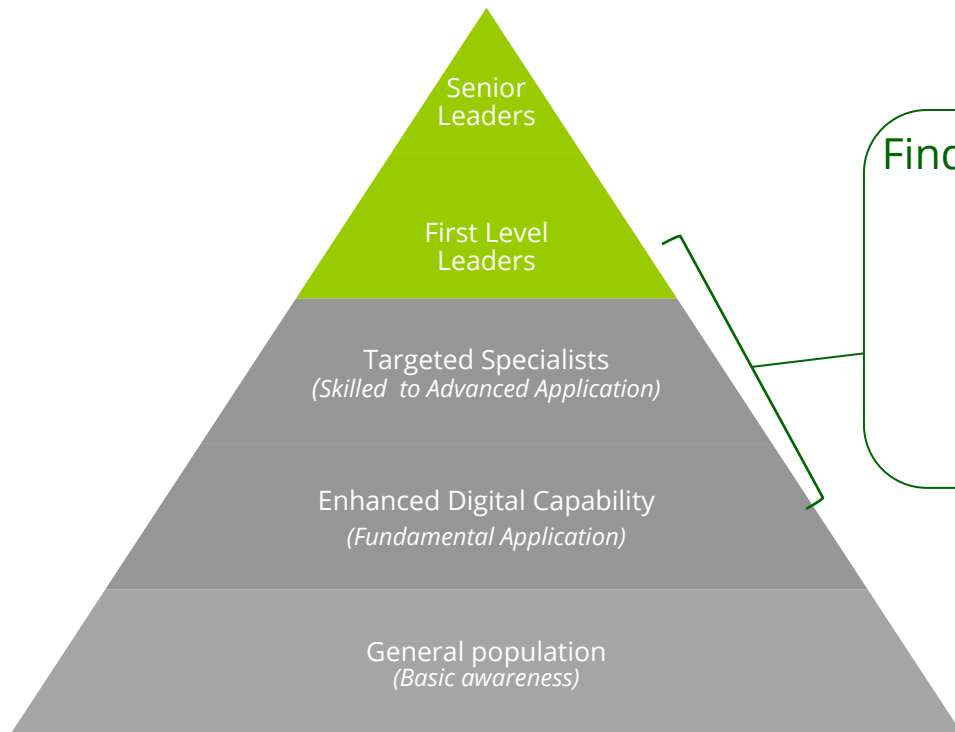innovation)

Products and
markets
(e.g., digital
marketing)

Software and
platforms
(e.g., digital security)

Solution delivery
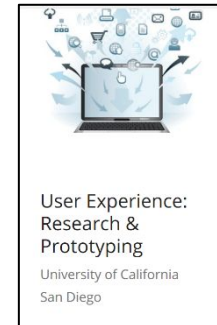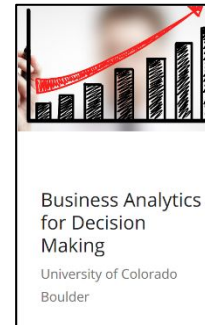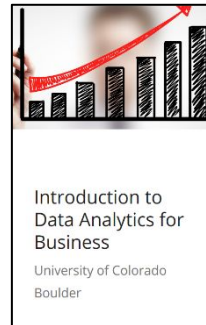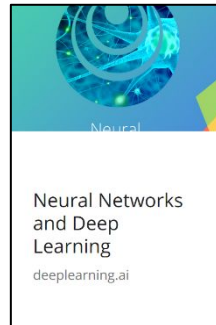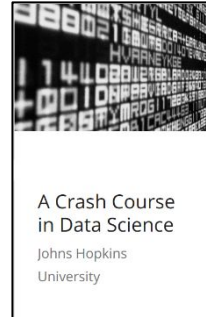(e.g., DevOps
delivery)

# Why Coursera?

To support BP's digital capability agenda, we need an on-demand learning solution with sufficient depth to meet the needs of the 'intermediate+' level of competency.

Senior Leaders

First Level Leaders

Targeted Specialists
*(Skilled to Advanced Application)*

Enhanced Digital Capability
*(Fundamental Application)*

General population
*(Basic awareness)*

## Findings from user group evaluation:

- Top rated for technical content from top institutions in key digital skills (e.g., data science, machine learning, etc.)
- Provides interactive learning support features – forums, mentor, etc.
- No significant overlap with foundational online offer, so complementary for 'intermediate+' learners

# Popular Courses

**Digital Transformation**
BCG, University of Virginia

**Agile Meets Design Thinking**
University of Virginia

**A Crash Course in Data Science**
Johns Hopkins University

**Introduction to Data Science in Python**
University of Michigan

**Python Data Structures**
University of Michigan

**Programming for Everybody (Getting Started wit...**
University of Michigan

**Neural Networks and Deep Learning**
deeplearning.ai

**Introduction to Data Analytics for Business**
University of Colorado Boulder

**Business Analytics for Decision Making**
University of Colorado Boulder

**User Experience: Research & Prototyping**
University of California San Diego

# BP Summary

What are the **key learnings** from your program with Coursera? What's next?

What advice do you have for L&D leaders going through **digital transformation**?

# Key Takeaways

- Employees are pursuing online learning on their own, motivated to perform their current jobs better.
- Most employers have not been sponsoring MOOCs.
- Building a learning culture, starting with a pilot, and engaging managers in the process are keys to success.
- Corporate strategy needs to drive your learning program.
- Coursera and BP linked the digital skills framework and learning needs to high-quality, relevant content.

# Q&A