

# An ocean of knowledge and well-marked routes

OfCourseMe and Enel together for an innovative digital learning path



**INDUSTRIAL GIANT, MULTINATIONAL, FORMER,** public company. Enel manages to be all this at once, establishing itself as one of the most important companies across Italy and Europe. Listed on the FTSE

MIB in Milan, with a capitalisation of almost €80 billion (at the time this article was written, Ed.), it is in fact the largest Utility Company on the continent.

From an organisational point of view, it is interesting to observe what happens when a business of this size and structure decides to change. In fact, during 2018,

Digital Transformation ceased to be just a fashionable buzzword for Enel and became part of its corporate strategy in its own right. In the year-end Investor Relations, the Group spelt out the objective of enabling and disseminating digital skills for its entire workforce. This is an even more ambitious goal when we consider that Enel is an extensive network with over 70,000 employees.

With these kinds of numbers, it is not simply a question of implementing new processes or replacing an instruction manual.

Adopting new and unprecedented methodologies involves a profound cultural adaptation for those who have been in the company for years or even decades, which are being encouraged to revolutionise their approach in a very short time. Cultural adaptation means training – always, and in all circumstances and when it becomes necessary suddenly the business finds itself dependent on those who build the culture that permeates the business. Continuous learning as an enabler and catalyst for change.

💡 But what kind of training is there for Digital Transformation in Enel? In 2019, in line with the goal of digitising culture and processes, Enel developed a new training platform. This is eDucation, a custom version of Cornerstone. After months of hard work, presenting the new platform to the entire workforce and after physically visiting the countries, the new era for on-demand and personalised training can finally begin!

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💡 From this starting point the intention is to progressively strengthen the e-learning component, namely the proportion of training provided through digital channels. Once equipped with a cutting-edge platform and having taken it around the world, making it the single point of access to knowledge, know-how and interpersonal skills for all 70,000 colleagues, the next step is to make the most of the infinite potential offered by the Web to provide content that is always up-to-date and relevant to individual needs. The oceans of digital knowledge are in fact dotted by numerous atolls of quality content for self-training. Enel understands



Logo of the eDucation platform

however, that these sources must first be organised, filtered, curated and – above all – contextualised within a “framework of meaning” consistent with the culture and the ambitious objectives the Group has set itself.

💡 This is how the journey of Enel and OfCourseMe began in 2020. It is a new challenge in terms of both technology and process. This is the first time an integration via API has been attempted in Cornerstone and we are still at an early stage of the digital transformation process. Users therefore need to be guided and boundaries established, notwithstanding the specific intention to show them the way to self-training.

💡 The first phase of the partnership thus became a detailed and joint project of editorial curation between Enel's Digital Training team, then headed by Lavinia Lalle, and OfCourseMe's editorial staff. “We immediately decided to use OfCourseMe in a mediated way,” explained Lavinia. “Our team makes extensive use of the search engine's potential, finds content and builds targeted collections. In this way, we can offer our colleagues a pre-finished product and gradually get them used to navigating independently, within a context of learning content that is no longer boundless. Furthermore, since the external content is integrated into the platform, all 70,000 employees can comment and make their own contribution by adding links to videos and documents, at any time, whatever the content. People can therefore both navigate within a



## Data at 8 months

30k

People  
involved

10k

Content  
used

1h30min

Hours of training  
per employee



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From a technical point of view, the integration is simple but extremely effective: OfCourseMe displays collections of content that Cornerstone integrates as individual learning objects. For example when

something changes or when content is no longer available, or even when a new module has been added, OfCourseMe notifies Cornerstone of the change and the content on the platform is promptly updated. The collections are then maintained and updated over time. Every quarter they undergo a restyling to match training requirements and user feedback.

In the not too distant future, we want to achieve complete and native integration, namely the possibility for Enel employees to search the entire catalogue indexed by OfCourseMe. “We must first analyse the data and get a better understanding of which content works best, both in terms of teaching and engagement, which OfCourseMe easily allows us to do,” explained Lavinia. “Once we have an idea of the courses our colleagues appreciate the most, we will be able to profile the learning on demand for individuals' interests and skills.”



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