

# Training means communication

## The lesson of Euler Hermes



**F**OR US, THE PARTNERSHIP BETWEEN EULER Hermes and OfCourseMe represents much more than an extraordinary success story. It is an authentic lesson which has shown us with facts, such as a systematic communication plan, combined with the analysis of data always oriented towards the optimisation of the training strategy, that it can make the difference in the construction of a culture of self-training, continuous learning, and upskilling as a daily attitude. Let's explore together how it happened.

It is written Euler Hermes but read Trade Credit

Insurance. For those less familiar with the insurance sector, we are talking about the credit risk coverage in commercial transactions between companies, or insurance policies that protect suppliers in the event of customer default. In this sector, which constitutes a cornerstone for all international business relations, Euler Hermes is a globally recognised leader. 66 thousand customers, almost six thousand employees in over 50 countries, an impressive figure of €962 billion in insured transactions worldwide. These are the numbers of a company whose success structurally depends on the combination of two factors: data and people. On the one hand, the complex analysis of insolvency risks

in ever-changing scenarios, on the other the value of professionals with a human face who must understand how to support their customers in a fast-paced world.

♥ Empowering people means first of all investing in the culture of responsibility and individual initiative, with employees valued and encouraged to develop their skills and knowledge in a largely autonomous way. Here the role of training - and more specifically of the L&D department - into play: training understood no longer and not only as a mere transmission of knowledge, but as a coach who trains individuals skills for proactive and continuous learning. In this evolutionary context, the commitment of Maria Grazia Nannetti, the Group's Regional Talent Manager MMEA (Mediterranean, Middle East & Africa), who applies 20 years of experience in Operations & Project Management to the L&D world, is undoubtedly crucial. It is Maria Grazia who explains why the Italian branch of Euler Hermes could and should be the first to equip itself with a tool to access educational content from the web such as OfCourseMe. "Until 2019, our ambitious vision with people at the centre and the consequent drive towards internal mobility and continuous training - explains Maria Grazia - stood in stark contrast with the limited content that we could offer in Italian on a regular basis. Thus, we can easily explain what we were after: a window on the endless world of online content, supported by an efficient and qualitative service of content organisation and curation."

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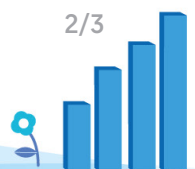
♥ The first component of the Euler Hermes' project is curation. While OfCourseMe's technical team sets up the customized platform as usual within a few weeks with limited support from the company's IT, OfCourseMe's editorial team and Maria Grazia's team focus their utmost efforts on content. The result



**Maria Grazia Nannetti,**  
Regional Talent Manager MMEA, Euler Hermes

is a selection of dedicated playlists that reflect the fundamental topics of the group's culture and strategy: innovation and digital, effective communication, leadership are but a few examples of the skillsets on which insurance professionals must work to perform at their best in the Euler Hermes ecosystem. Contents are all free, in Italian, and range from Federica's MOOCs, to speeches by the great Julio Velasco, to communication lessons by Roberto Rasia dal Polo.

♥ The second component is communication, poised to revolutionise the history of this project. In fact, Maria Grazia immediately realises that self-training is somewhat a misnomer, because it does not happen without aid. "Even if people are culturally inclined to take responsibility for their professional growth - says Maria Grazia - this does not imply that they can become familiar with a new tool to the point of turning it into habit without the constant support and coaching from the company: this is the strategic function of L&D." The launch phase of the initiative and onboarding on the platform has been carefully designed, with simple but effective communications that are distributed over time like an authentic internal marketing plan. This is accompanied by institutional attendance moments, albeit remotely, with L&D to support colleagues live in the search and choice of the most suitable contents for their needs. Finally, there is the wise use of analytics, which go beyond a broad set of self-referencing indicators, but constitute a real effort of listening to colleagues' feedback to optimise the training offer. Therefore, the curation work becomes iterative, with new content from new platforms updated every month in a cycle of continuous enrichment.



## Data 12 months after launch

500

People  
involved

1.700

Content items  
delivered

30h

Training hours  
per employee



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🍷 The results of this systematic and structured approach are stunning. Let’s consider the key figures nine months after launch: about 500 employees engaged, over 1,700 content items delivered, i.e., over 3 per trainee, for a total of 30 hours of training on average per employee. The way this content is distributed by topic also reveals the interests shown by colleagues: over half relate to Career Development and Personal Transformation, a quarter to Leadership and Communication. It is a

scenario of a massive and spontaneous adherence to the company’s cultural model, focused on individual initiative towards upskilling and professional growth, and conveyed by a new tool successfully embraced by all employees. “We have shown that a certain type of cultural transformation can be undertaken and executed also outside the world of digital start-ups - concludes Maria Grazia. If strategy and culture on the one hand, and tools and processes on the other hand are aligned towards a common goal, patient and constant execution will then deliver tangible results, for example, with changed people’s habits.”

🍷 And here it is, the great lesson from Euler Hermes: the cultural transformation towards the digital world and towards individual responsibility is not a privilege for a few sophisticated companies, but a goal attainable by everyone, as long as they communicate, analyse, and persevere. Our dream is to help make it happen, alongside all small and large companies that would like to embark on this journey.



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