PHILIP MORRIS INTERNATIONAL

Future of Learning @ PMI

HRCoreAcademy (October 2020)

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What conclusions have we reached and what **data are we using**?

EXTERNAL Drivers for change

Research shows the importance of organizations' ability to develop (and re-train) critical capabilities internally – as it provides competitive advantage, speed and efficiency.

Skills are becoming irrelevant at an increased rate as careers are lengthening…

…resulting in increasing need to invest in upskilling and reskilling to avoid driving up costs of external talent acquisition in permanent or fluid resources

Learning & development opportunities are an increasing driver of employee expectations…

…resulting in risk of prospective or current employees preferring alternative employers due to the learning opportunities they provide

ORGANIZATIONAL Drivers for change

To deliver on our transformation vision and goals, the focus is on building the critical capabilities required to succeed, through a balanced, effective build-buy-borrow-bot approach.

PMI's changing business model requires different and new capabilities…

…resulting in a need to accelerate development of critical capabilities to realize our strategic objectives, as part of a holistic Talent Strategy

Lacking a cohesive plan, L&D across PMI is fragmented and ungoverned today…

…resulting in unclear priorities, varying quality, uncontrolled spend, overlapping solutions, gaps as well as slow and complex processes

EMPLOYEE Drivers for change

Employee feedback has highlighted significant frustrations in the learner experience at PMI; greater flexibility, empowerment and ownership in L&D is key to driving an engaged workforce.

The current learner experience at PMI is disorganized and confusing…

…resulting in low employee engagement, growing frustration and the risk of declining motivation for learning & development

Learning is not an integrated part of PMI working culture or strategy today…

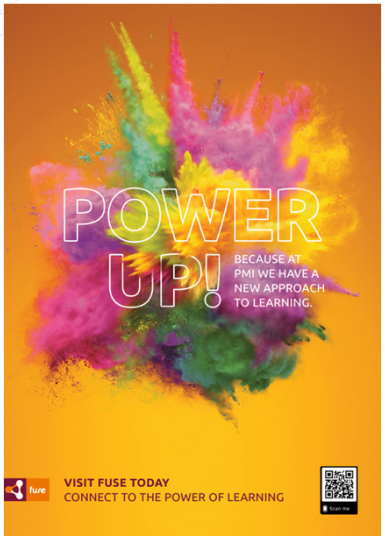
…resulting in poor managerial support or ownership and insufficient investment of time/effort to develop critical capabilities

We believe the following is true: **PMI's ability to succeed and outperform the competition is strengthened by:**

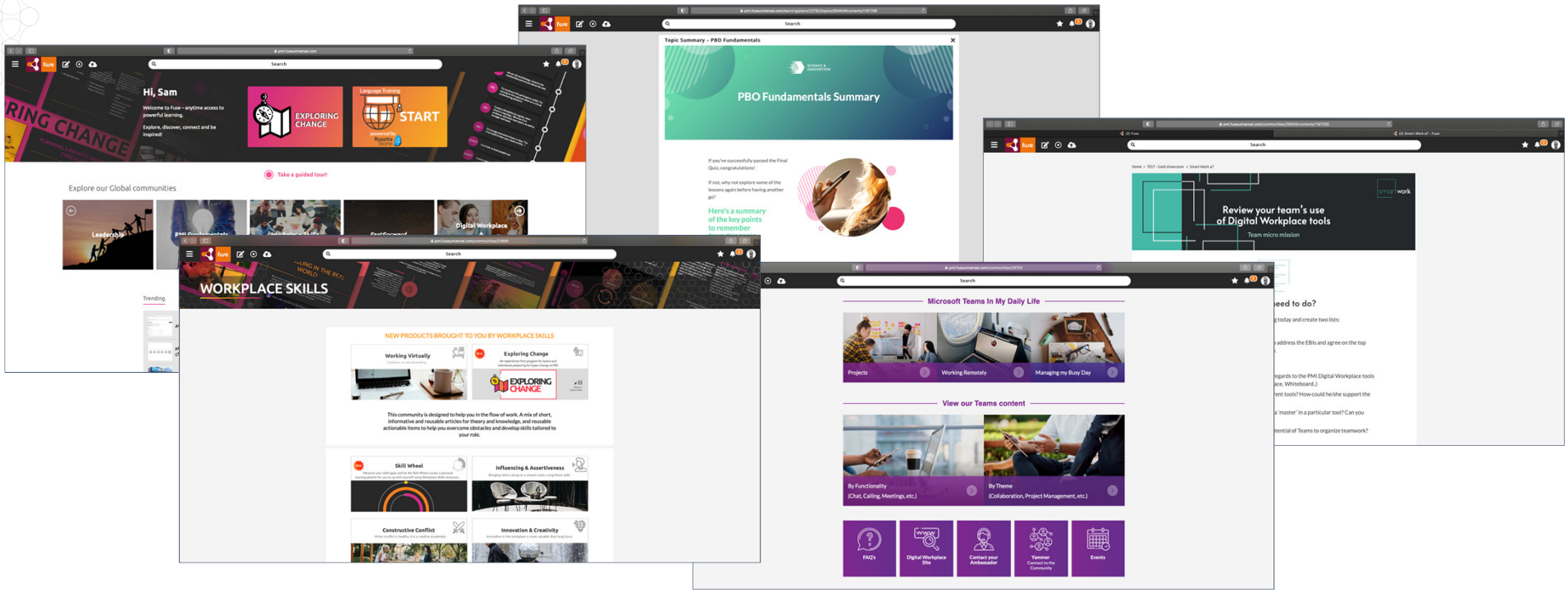
- Building the capabilities of our workforce proactively and systematically
- Developing employees with superior skills and capabilities in key strategic areas
- Developing a flexible workforce through a culture that prioritizes and incentivises learning

What progress have we made and **lessons have we learned** so far?

Learning must become an ongoing process and not an isolated event.



Learning must be simple, joined-up and easy to access whenever needed.



Last 12 months…

Times resources used:

2.4m

+118%

Platform users:

52k

+21%

Likes, shares, comments:

122k

+249%

Good quality digital learning doesn't need to be expensive.

490 assets
created in-house
in Q1-3 2020

Estimated
$631k savings

Reduced cost of
41% vs. vendors

Not everything has been straightforward…

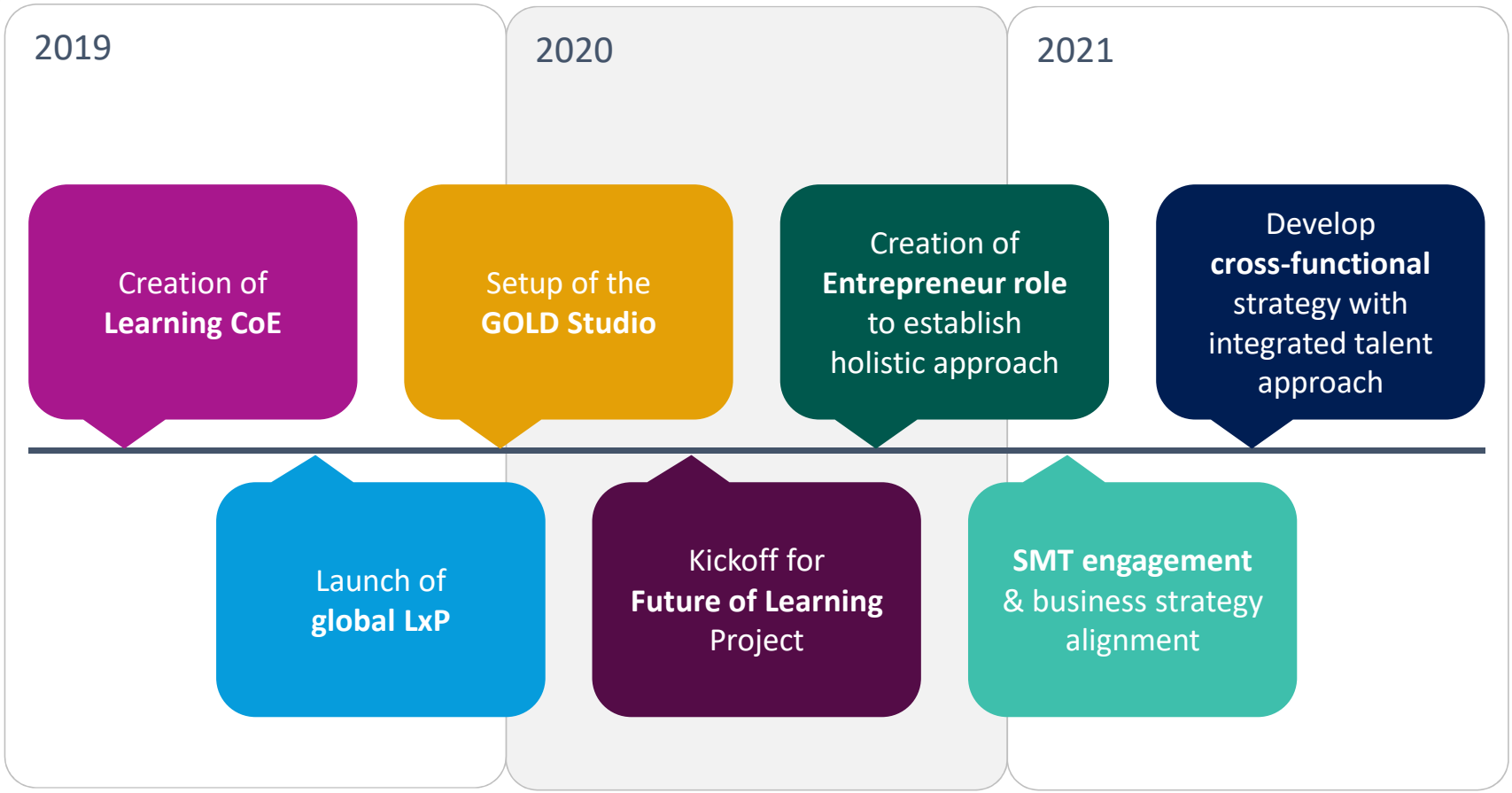
Fragmented approach

Zero governance

1.3 million classroom hours

Limited cultural change @ manager level

What does the journey look like for the **future of learning @ PMI** ?


2019
2020
2021
Creation of **Learning CoE**
Setup of the **GOLD Studio**
Creation of **Entrepreneur role** to establish holistic approach
Develop **cross-functional** strategy with integrated talent approach
Launch of **global LxP**
Kickoff for **Future of Learning** Project
SMT engagement & business strategy alignment

Thank you.