



Sparkassenverband
Baden-Württemberg

Sparkassenakademie



CASE STUDY

IMPLEMENTATION OF DIGITAL AND SELF-DIRECTED LEARNING IN REGIONAL BANKS

SPARKASSENAKADEMIE
BADEN-WÜRTTEMBERG

Goal & background of the organization | Challenges |
Approach & success factors | Evaluation & conclusion



31.000

employees of the Sparkassen banks from all over Germany take part in the educational program of the Sparkassenakademie annually

THE ORGANIZATION

The Sparkassenakademie Baden-Württemberg is the central educational institution of the Sparkassen Finance Group Baden-Württemberg. They realize innovative offers and modern concepts for people and organizational development for the employees and representatives of the Sparkassen banks and affiliated partners of the Sparkassen Finance Group. 50 Sparkassen banks with several branches and other affiliated companies are part of the Sparkassen Finance Group Baden-Württemberg.

GOAL

Implementation of e-learning

The introduction of a digital offer aims to promote **awareness and demand for e-learning** among managers and employees. The idea is to offer managers a self-directed, virtual learning process to develop and expand their leadership know-how. The successful positioning of the topic of e-learning in the people development departments of the Sparkassen banks is intended to foster the establishment of an innovative, digital, and self-directed learning culture.

CHALLENGES

Up to now, the Sparkassen banks have primarily focused on classroom learning or virtual live-trainings. Thus, traditional learning is strongly anchored in the learning culture. The implementation of a digital and self-directed learning offer means a shift in mentality for which the individual Sparkassen banks and their employees have to be enthusiastic.

OUR APPROACH

With the project "Expedition Leadership", participants are taken on an exciting "journey" on a relevant leadership topic every month. Twelve runs, twelve different destinations – each run contains 3 to 4 specific digital learning programs around the respective key topic.

EXAMPLE RUN “WOMEN IN LEADERSHIP“



She is strong – Women at work

The learning program encourages the self-confidence and skills in female leaders. Participants learn how to deal with (unconscious) bias and how to activate their own strengths.



Effective communication

Participants learn about typical communication obstacles and reflect on their own communication behaviour in their leadership role. Models from transactional analysis are used to better understand and positively influence communication situations.



Successful networking

The module offers an overview of the key elements of networking as a woman in leadership and demonstrates how they can be put into practice in a goal-oriented way. Using their own practical example, participants take the first steps towards building a network.



I was a bit sceptical whether a digital learning program would be the right tool for me to learn. BUT: Totally works!





SUCCESS FACTORS

1

Customized and high-quality learning opportunities

At the start of the project, we carried out a requirements analysis together with the people developers of the Sparkassen banks. The goal of the project was to cover the specific needs expressed by the executives (**exploitative learning**), as well as to actively introduce certain topics such as virtual leadership or change management into the organization (**explorative learning**).

**2**

Curated development paths with clear structure

The pre-selection of learning content by troodi and the Sparkassenakademie Baden-Württemberg ensured that the participants had enough orientation and confidence in their self-learning path and did not face the risk of getting lost in a multitude of learning offers. By dividing the content into several runs and limiting the time frame, we achieved a **high level of engagement** on the part of the participants.

3

Continuous activation

Motivation and orientation of the participants were ensured by regular e-mails from troodi. The emails included technical onboarding, introduction to the topic of the training, several motivational emails for the start/continuation of the learning journey, as well as reminders and updates depending on the learning progress. Via the **live-chat function and email support**, participants could get help with technical problems or content-related questions at any time.

4

Communication to the target group

The introduction of the new e-learning offers was accompanied by an **extensive communication campaign** consisting of webinars, newsletters, and face-to-face events. In this way, the people developers of the Sparkassen banks were made aware of the offer and a high level of attention was generated among executives for the topic of digital self-learning. This communication was continued throughout the entire duration of the project.



RENATE GÖTTERT

Vice President People Development,
Sparkassenakademie Baden-Württemberg

“With troodi, we are able to provide our customers with high-quality digital learning programs and blended learning paths. The troodi team was a great support in the implementation phase and provides us with outstanding marketing materials and insightful learning analytics to optimize our offers. The excellent collaboration with troodi enables us to optimally expand our own training-portfolio.”

874

Learning program licences

100 %

of participants
recommend troodi



4.28 stars rating for the
learning programs

“The topics are summarized and presented in a great way. Very good structure and materials, which are perfect to be used for reference.”



CONCLUSION

The project has been very well received by the learners and has proven, that e-learning can be successfully introduced in a traditional learning culture. To do that it needs demand-oriented and high-quality content, a good structure and framing of the offerings, the continuous and motivation of the participants, as well as the creation of a high level of commitment. Through the introduction of digital learning formats the Sparkassen banks now offer demand-oriented and "just in time" development options that are possible at any time. They can present themselves as an attractive employer with modern people development.



For this innovative project troodi and the Sparkassenakademie have been awarded the E-Learning Award 2023 in the category "Implementation Digital Learning".



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