



Subject area:
Leadership Training

Industry:
optical and optoelectronic industry

Language:
English

ZEISS established the "Digital Transformation at ZEISS" program together with University4Industry, starting with the global management level at the end of 2020.

Since then, three roll-out phases have already taken place to offer the training program to all employees in management positions.

Overall, around 2,300 people from a wide range of countries, including China and the USA, have been certified.

STARTING POSITION

The target group

ZEISS wanted to train its global executives to become "Digital Leaders" and teach them the most important topics of digitalization. The current international target group consisted of almost 2,300 people. The time that each individual executive could devote to training was limited, so a particularly high level of efficiency was required in teaching the subject matter.

Course requirements

Face-to-face seminars could not meet this requirement. Instead, an online training program was required that not only imparted learning content but also allowed experimentation enabled exchange among learners. The managers should not only learn the theory and practice of digital technologies and methods but also understand how these relate to ZEISS and their position in the company.



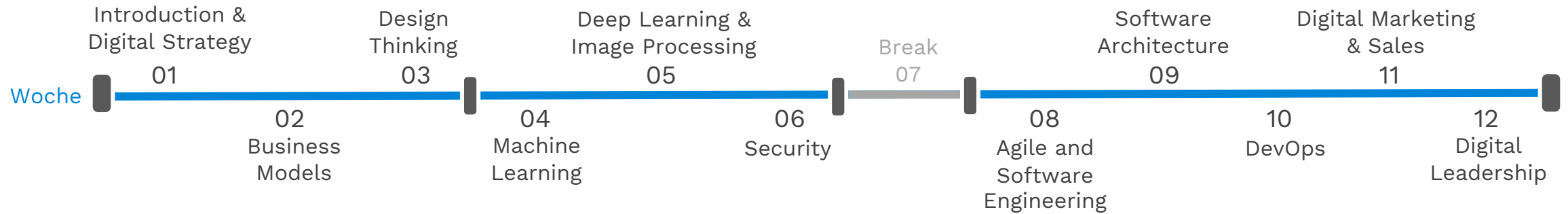
PROJECT GOAL

Together with University4Industry, ZEISS developed a blended learning concept to enable teams to boost digitalization in their respective business areas.

The program, called "Digital Transformation at ZEISS", aimed to meet the following needs of the participants:

1. Establishing a common vocabulary
2. Developing a technical understanding
3. Generating an understanding of digital and business strategy

PROJECT SCOPE & DURATION



The "Digital Transformation at ZEISS" program was twelve weeks long.

It was divided into eleven themed weeks, each with 1.5 hours of learning content per week (plus a one-week break).

The online course included

- Group work on "Business Models," "Design Thinking," and "Marketing."
- a panel discussion on the topic of software engineering and
- various live events on topics such as "Machine Learning" and "Security".
- Further learning content could be acquired by the participants via "Self-Paced Learning".

PROJECT PHASES

Piloting

Before the roll-out, the program was piloted with 25 participants and adapted based on feedback from the pilot participants.

Roll-out first wave

After the successful pilot, the roll-out took place in two waves. The first online course was set up for 120 participants of the "Global Leadership Team".

Roll-out second wave

650 participants from the group of "Next Level Leaders" took part in the second wave.

Roll-out third wave

ZEISS offered the training program to all employees in management positions and received 1500 registrations.

SUCCESS STORY



2.300
managers



12
weeks



21 h
content

Around 2,300 of the global managers at ZEISS were successfully trained as "Digital Leaders" and their actionability and decision-making ability was strengthened.

In this 12-week program, 21 hours of learning content were covered efficiently and flexibly. By establishing "Digital Labs", it was possible to apply what had been learned in a practical way and to relate it to the company. Furthermore, the program included numerous live events in which developed topics were discussed with experts and colleagues and addressed in more detail.

„Would you recommend this program?“

The "Net Promoter Score" of this question was a successful score of 8.9.



8.9



PARTICIPANT FEEDBACK



"The numerous "real-life" examples in the video, the clear descriptions of generation typologies"



"The combination of teaching concepts and practical exercises."



"The Digital Lab was eye opening. Very good!"



"The two best parts of this segment were the presentation by Stefan Heck of Nauto and especially the practical exercises."



"This structured approach of providing learning content"



"Group work was great - invested 45 minutes to finally do a design thinking exercise. Doing this on TEAMS is a super efficient way - also for real life projects."



"The video content. Easy to understand with good use cases. To reflect what would work for ZEISS."



"Very complex topic explained in a way that non-technician can understand well."

COLLABORATION



Francois van Wyk

Project Manager

ZEISS

“The collaboration with University4Industry was a huge success and their ability to understand and customize their learning content to address our unique needs were a key factor to this success”, said Francois van Wyk, Project Manager at ZEISS.

In addition to developing industry-specific and relevant learning content, University4Industry also supported ZEISS in managing the project by organizing briefings and webinars with industry experts. Furthermore, University4Industry supported the development of interactive, team-specific workshops and helped with the creation of KPIs and qualification measurements.

“We have achieved a very high participation rate and favorable Net Promotor score, and the program assisted in developing a global network of multipliers that have acquired the confidence and skills to address the ever-changing digital environment”, said van Wyk.



OUR CLIENT



ZEISS is an internationally leading technology enterprise operating in the fields of optics and optoelectronics. In the previous fiscal year, the ZEISS Group generated annual revenue totalling 7.5 billion euros in its four segments Semiconductor Manufacturing Technology, Industrial Quality & Research, Medical Technology and Consumer Markets (status: 30 September 2021). For its customers, ZEISS develops, produces and distributes highly innovative solutions for industrial metrology and quality assurance, microscopy solutions for the life sciences and materials research, and medical technology solutions for diagnostics and treatment in ophthalmology and microsurgery. The name ZEISS is also synonymous with the world's leading lithography optics, which are used by the chip industry to manufacture semiconductor components. There is global demand for trendsetting ZEISS brand products such as eyeglass lenses, camera lenses and binoculars. With a portfolio aligned with future growth areas like digitalization, healthcare and Smart Production and a strong brand, ZEISS is shaping the future of technology and constantly advancing the world of optics and related fields with its solutions.




We are convinced that teams need a common understanding of digital contexts in order to leverage technologies and unlock digital business potential. As a provider of blended learning training programs, we train managers and their employees for digitalization and empower them to take action. The focus is on efficient, practical learning that is tailored to the company and the target group.

CONTACT US IF YOU ARE INTERESTED IN CORPORATE LEARNING

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