

Serious Boardgame or 3D Learning? An inspiring pilot!

Francisco “Paco” Pelzing - Global Head of Henkel Adhesives Professional Campus
Munich, April 4th 2019

| Agenda

1. Brief Introduction to Henkel - Adhesives Technologies
2. Serious Boardgame: Starting Point and Objectives
 - Challenges – Design – Solution: The Journey
 - Conclusion: First Learning Points
3. 3D Virtual Platform: Starting Point and Objectives
 - Challenges – Design – Solution: The Journey
 - Conclusion: First Learning Points
4. Recommendations

| 1. Henkel - Adhesives Technologies

Brief Introduction

8 Facts & Figures 2018

Adhesive Technologies

Our Adhesive Technologies business leads the global market with adhesives, sealants and coatings – for industrial applications as well as for consumers, craftsmen and the building sector. Our leading brand Loctite generates annual sales of more than 3 billion euros. Other top brands include Technomelt and Teroson. We combine cutting-edge innovations and close partnerships with our industrial customers around the world, enabling tailor-made solutions in four business areas: Packaging and Consumer Goods Adhesives, Transport and Metal, General Industry, and Electronics. In 2018, we generated around 30 percent of our sales with products launched onto the market in the last five years.

www.henkel.com/brands-and-businesses/adhesive-technologies

Top brands

LOCTITE **TECHNOMELT** **TEROSON**

Key financials 2018

Sales

€ 9,403 m

Organic sales growth

+4.0 %

Adjusted¹ operating profit (EBIT)

€ 1,761 m

Adjusted¹ return on sales (EBIT)

18.7 %

¹ Adjusted for one-time charges / gains and restructuring expenses.

| 2. Serious Boardgame


Starting Point and Objective



Starting Point

- Recently set up Operations and Supply Chain Organization (AO)
- Henkel AO Headquarters moved to Amsterdam in 2015
- Complex organization: Ten different workstreams e.g. Q, SHE, SC

Objectives

- 
- Develop & deliver sustainable learning solution to onboard AO employees
 - Ensure structure knowledge, functions interactions, role expectations, customer value
 - Strengthen team to provide sense of importance for all participants
 - Utilize state of the art, innovative training delivery methods & learning techniques
 - Create ownership top-down

| 2. Challenges – Design - Solution

The Journey



Challenges

- Budget
- Leadership buy-in
- Project team
- SMEs' strong personalities

Design

- Requirement for a simple, challenging, interactive and innovative training

Solution

| Who am I?



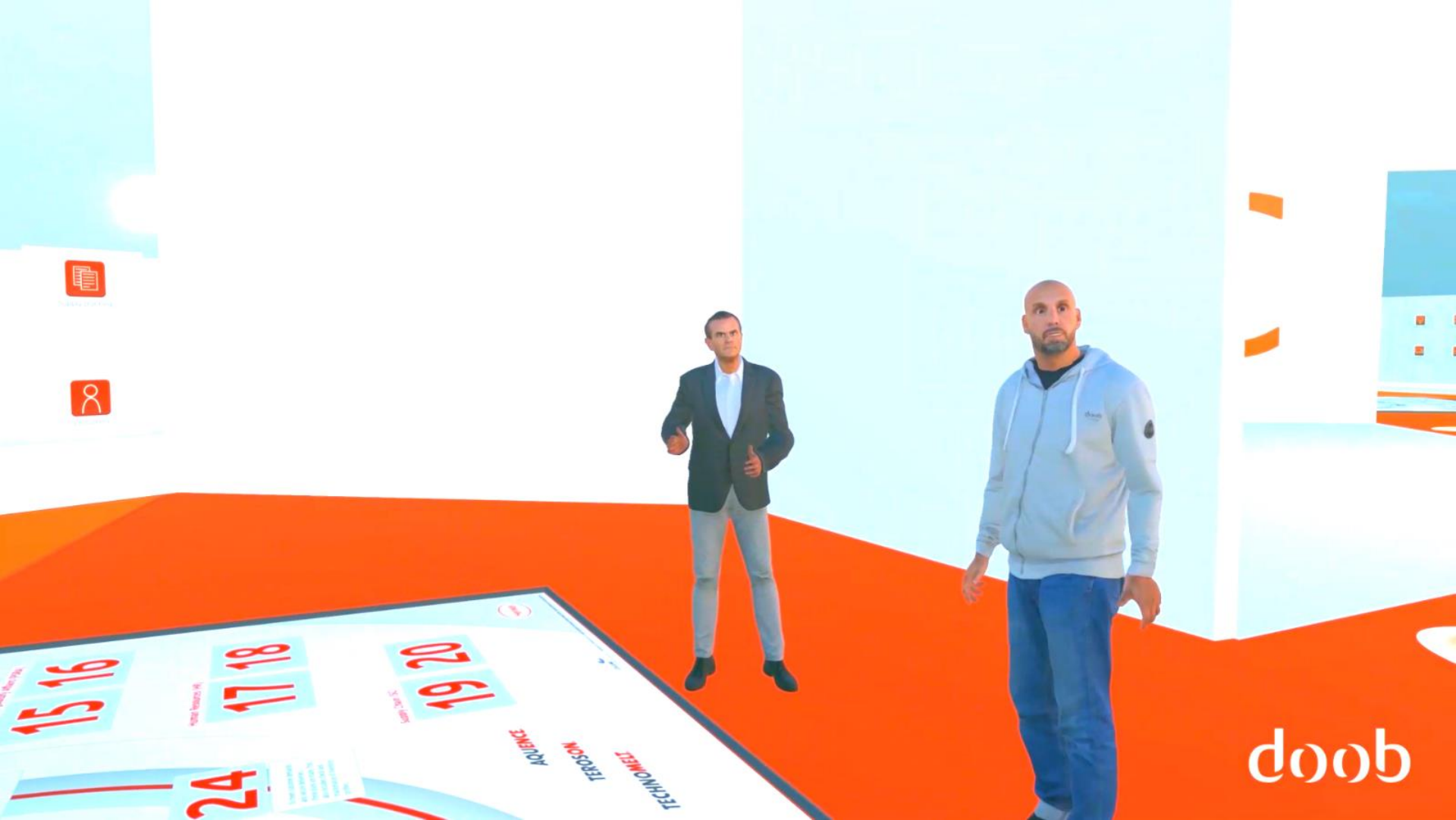


| 2. Conclusion

First Learning Points

- Pilot deliveries in English (IMEA, LAS, APAC, EU) worked well
- Pilot participants (middle managers) fully bought into the concept
- For operational population further translations (CN, ES, DE, FR) will be required
- 24 participants with two facilitators (AO and APC) worked out fine

- Predefined timings including exercises were well-respected
- Participant feedback from eight pilot sessions in four regions was 4.6/5
- Training perception: interactive, educative, fun, networking opportunity
- One leader participating was highly appreciated; going from table to table



15 16

17 18

19 20

24

AGENCE

TECHCON

TECHNOMET

doob

| 3. 3D Virtual Platform

Starting Point and Objective



Starting Point

- Accelerate Digitalization is one of Henkel's strategic pillars
- 3D platforms can support to reinforce all elements of the 70-20-10 concept
- 3D platforms can support training, coaching and international project meetings
- Travel restrictions are the new normal – f2f meetings are getting less approved
- The usage of a 3D learning environment is a first for our organization

Objectives

- Familiarize ourselves with this new technology using an existing training concept
- Select and onboard a potential future 3D platform partner
- Obtain financial KPIs to compare f2f vs. virtual solution



| 3. Challenge – Design - Solution

The Journey



Challenges

- Henkel laptops are low performing compared to the gaming hardware
- For all three potential partners the exercise design represented a challenge

Design

- Create an exciting graphical environment for up to 6 teams each 4 participants aligned with restricted hardware performance including an easy app download

Solution

- Two out of three partners were ready - pilot participants enjoyed experience

| 3. Conclusion

First Learning Points

- Pilot participants enjoyed the immersive experience
- Only short technical instructions required prior to training
- Intuitive avatar handling and moving in 3D environment
- Only limited number of technical problems

- Training exercise design required creativity and numerous alignment sessions
- Financial investment for the pilots was less than €10.000
- Potential partners were ready to invest and seize the opportunity to grow
- Gathered financial data allowed to compare virtual with f2f option

| 4. Recommendations

An Agile Approach

Interactive Boardgame solution

- Allow for enough time to co-create and plan for a TTT approach
- Ensures engaging interactivity suitable for up to 28 participants
- Usually a facilitator is appropriate to run the program

3D training environment

- Choose wisely the program/training to be used in a 3D environment
- Ideally, the company designing the 3D environment brings didactical knowledge
- Select a convincing business case and clearly define the success criteria
- 3D environment trainings are an option to complement other delivery forms

**Thank you for
your attention!**