

NN Group



Data Literacy Programme – multi-track solutions

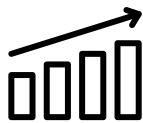
Challenge: Research identified a visible data & AI skill gap that we helped bridge by enabling confident, data-driven decision-making across global workforce audiences from senior managers to line staff.



Global Reach

- **Client:** NN Group – Insurance & Financial Services
- **Audience:** ~16,000 employees across 10 countries
 - MIT Future Shapers Track: 300 top executives
 - Managers Track: ~1,600 managers
 - Fundamentals Track: ~16,000 which is all employees across NN
 - Citizen specialised track: ~600 employees (ongoing)

- **Delivery:** Staggered multi-track system rolled out over two years in four tracks
- **Localisation:** Content and language of programme tailored for Netherlands, Spain, Belgium, Poland, Hungary, Romania, Slovakia, Czech Republic, Greece, Japan



Our Approach

The Doors Open team was responsible for the co-designing, creating and implementing of all learning tracks including continued programme management.

All blended learning design:

- Senior Executives Track: 3-month mandatory program collaboration with MIT; self-paced e-learning modules + in-person sessions



- Managers Track: 3-week mandatory programme; online live sessions, self-paced e-learning modules, pre/post skill benchmarks
- Fundamentals Track: Four mandatory e-learning modules
- Citizen specialised tracks: Three high content self-paced and voluntary upskilling e-learning programmes
- **Customisation & Localisation:** Content was tailored per audience and country maturity level. Instructors were sourced via an external partner, but we ensured they were thoroughly briefed on company context and strategic priorities.
- **Stakeholder & Change Management:** Central coordination was combined with strong local L&D partnerships. We facilitated alignment with HR and SMEs, ran communication campaigns, and captured all formal and informal learner feedback to continuously improve the programme.
- **Technology Integration:** SCORM content was integrated into Workday LMS, including a custom user creation and back-reporting setup. Centralised access via SSO ensured a seamless learner journey.
- **Team:** Embedded Doors Open L&D team (Project Lead, Operational Support, E-learning Expert) ensuring quality control, supplier alignment, and consistent execution across markets.



Our
Impact

Reach & Scale:

- Senior Executives Track: 300+ completed
- Managers Track: 1,000+ enrolled/in progress (project ongoing till end of Q1 2026)
- Fundamentals Track: 16,000+ upcoming enrolments
- Citizen Tracks: ~600 enrolled/in progress, already surpassing total goal with only first 3 cohorts rolled out



Behavioural Outcomes:

- Increased confidence in data & AI showcased through higher use case numbers
- Stronger data-driven decision-making among leaders as derived from feedback and internal data & AI channel activities
- Enhanced cross-team collaboration & alignment on data initiatives across countries

Organisational Outcomes:

- Senior Executives & Managers tracks became blueprint for future data literacy programme tracks
- Embedded data literacy as core strategic competency across NN
- Sustained collaboration and long-term programme expansion as seen through the change of interim to preferred supplier structure in our collaboration

Participant Feedback: Mediated score $\geq 4/5$; praised personalisation and localisation, responsiveness of project team, relevance to respective context of learners, and collaborative delivery

