



Infineon: Infineon creates learning opportunities for every employee with LinkedIn Learning



Industry: Semiconductor industry

Founded: 1999

Headquarters: Neubiberg, Munich

Number of employees: >47,000 employees

Global sites: >130

LinkedIn Learning

The semiconductor industry has always represented dynamic change. Technical progress, new products and innovative working methods result in new challenges and requirements. Targeted professional development is therefore key for Infineon, one of the world's largest semiconductor manufacturers.

Infineon offers a wide range of learning initiatives for its approximately 47,000 employees. In 2019, the business partnered with LinkedIn Learning to expand its range of on-demand training courses and help employees access relevant learning contents quickly and flexibly, in addition to its face-to-face programs.



Challenge

Infineon was looking for a digital learning platform that covers both technical and non-technical topics, is available in different languages and is accessible to all employees of its workforce, including shopfloor employees.

Solution

LinkedIn Learning access for all employees worldwide, supported by an internal rollout strategy.



Results

Launch: August 2019

1,508,181

videos watched since launch

1.4

average hours spent learning
per employee per month

77,720

hours of learning completed



High-quality, innovative training for everyone

“Our employees’ professional development, which our board and top management both encourage and promote, is of paramount importance to our company,” says Martin Stöckl, Senior Vice President and Global Head of People & Organization Effectiveness at Infineon. “Our People and Leadership Development team identified the need for modern learning infrastructures at an early stage and we are investing specifically in this area.”

“In mid-2018, we set ourselves the goal of providing our employees with a more diverse range of learning opportunities, independent of time and place, in addition to the already established training programs,” adds Jessica Richter, Senior Director in Infineon’s People & Leadership Development division. “We investigated how employees learn in private and found they usually turned to well-known search engines. However this kind of content isn’t curated and it often doesn’t meet our quality standards.”

LinkedIn Learning offered Infineon a way to balance the accessibility and breadth of online learning content with quality. “We chose LinkedIn Learning because the courses offer professional, high-quality content,” says Jessica. “Nowadays we tell everyone to check LinkedIn Learning before looking elsewhere — there’s nothing you won’t find.”

As an initial step, Infineon made LinkedIn Learning available to all office-based employees. The people and leadership department backed this with an extensive communication campaign and corresponding training measures. This resulted in a rise of awareness and usage.

Development opportunities for office-based employees were just the start of Infineon’s strategy, however. The business is aware of how digitalization and process automation are changing the skills requirements for employees at its production sites. “Rapid technological changes in the production environment are naturally having an impact on employees’ job profiles,” says Ajayan Ramachandran, head of the LinkedIn Learning role-out for our shopfloor employees. “We can see this in particular with the use of robots in production. We have around 31,000 shopfloor employees at more than 15 production sites worldwide, and there’s a growing need for them to develop digital and soft skills in order to adapt to changing requirements. That’s why we needed a learning solution that can cover a variety of technical and non-technical subjects, and do so in multiple languages for our global team.”

LinkedIn Learning’s e-learning offering proved ideally suited to the challenge. “The LinkedIn Learning service fits into our strategy really well. Previously, professional development was being dealt with differently in each region. We can now help our employees develop a defined set of soft skills in a standardized manner,” says Jessica.

“When it comes to building digital skills, we need to support the entire workforce in all countries — from production through to the back office. Thanks to LinkedIn Learning, we’re now able to reach and support the largest possible target group at the same time.”



Jessica Richter
Senior Director People & Leadership
Development at Infineon



From Pilot Project to Global Rollout

The roll-out of e-learning across the production sites began with a pilot project in Europe and Asia. Infineon worked with the production managers of the pilot sites to develop a relevant learning curriculum, made online learning infrastructure available in the form of pool PCs and training rooms, and discussed with shift supervisors how to integrate LinkedIn Learning into working processes.

Involving these shift managers and team leaders at an early stage proved particularly important.

The pre-shift briefings that they conducted with their teams provided a valuable opportunity to share information about the digital training initiative. Additional support came from posters, information screens and emails notifying shopfloor employees about LinkedIn Learning.

The evaluation results of the pilot showed that the shopfloor employees were very positive about the new learning opportunity. This encouraged Infineon to roll out the e-learning platform across further sites.

“

This enabled us to make LinkedIn Learning available to our shopfloor employees. Of all the production sites, more than half of it have already started offering the online learning platform.”



Ajayan Ramachandran

Head of the digital training project for production at Infineon



Winning Over Employees with Relevant Training

During the planning phase of the project, Infineon had prioritized involving both global management and works council. In the beginning concerns were raised that the platform might be too complicated for employees who lack digital skills, or that the extensive training portfolio might be too confusing. The project team addressed these concerns by creating detailed learning paths for all target groups. These were based on analysis of Infineon employees' job profiles – what their roles involve now and how they might change over the next few years.

The learning paths had to be relevant to each individual employee and consider their previous knowledge and skills, while making sure that word spread about the benefits of the new e-learning offering at the same time. “If employees at our production sites spread the word about the added

value of digital training within the team, then a lot is gained,” stresses Ajayan Ramachandran. “We also ensured that the courses were concise and did not exceed a certain time limit, as we had to seamlessly integrate the learning units into shift work. We managed to do that very well. Shift workers can learn during working hours without compromising production work.”

“The learning paths are based on relevant topics that we identified through discussions with the teams,” says Barbara Boahene, head of the LinkedIn Learning ramp-up project. “These highlighted communication and conflict management, as well as software skills like Excel and PowerPoint. We reviewed the relevant training sessions and received very positive feedback when we presented them back to the teams.”

“Shopfloor employees are very interested in courses on topics such as Industry 4.0, digitalization and automation. However, communication trainings are in high demand too: How do I conduct difficult conversations? How do I give feedback? And training sessions on topics like stress management and time management are equally relevant and very popular.”



Ajayan Ramachandran

Head of the digital training project for production at Infineon



LinkedIn Learning for Shopfloor Employees — Challenges and Solutions

Shopfloor employees do not use laptops or computers in their regular day-to-day work, creating a potential challenge for e-learning. Infineon has addressed that by setting up special learning facilities specifically for the learning initiative, wherever space permits. Production sites that use the digital learning solution have located relevant connected devices close to work sites, to help employees access them quickly and easily without losing time along the way.

“Infineon’s People Development division assigns training coordinators to each site, who are in close contact with shopfloor employees and establish a trusting relationship with them,” explains Barbara Boahene. “They introduce employees to the use of laptops, as many are not familiar with working or learning on a computer. The coordinators explain exactly how to access the e-learning platform, how to sign up, how to activate the licenses, and how to start and complete learning pathways.”

Infineon’s training coordinators also work with the local plant managers and shift managers to agree on when the production team can use digital training with LinkedIn Learning. The shift model allows employees to visit the learning rooms at any time, as long as production or any other critical process is not affected.

This approach is managed on a local level by employees and shift leads. The feedback from employees to their shift leads helps to further develop the training portfolio.

“I like LinkedIn Learning’s on-demand concept as it allows me to learn at my own pace.”



Lee Pin
Operator at Infineon

The positive nature of such feedback is encouraging Infineon to continue on its digital training path. “Making greater use of digital services was the right approach to take, especially now in light of the global pandemic,” says Martin Stöckl. “It was important to us to offer our production teams the same training opportunities as their office-based colleagues. LinkedIn has enabled us to do this and we are satisfied with the result.”

