

# How MCI integrated its learning ecosystem

Achieving simplicity & engagement with magpie

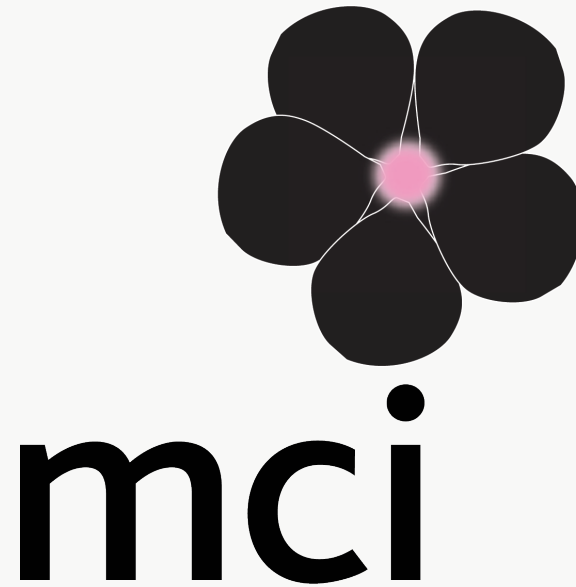




Over the past ten years, MCI Group has evolved its L&D offering from an ad-hoc local model into a rich ecosystem of face-to-face programmes, academies and digital resources all under the umbrella of the MCI Institute. But as the offering grew, the L&D HQ team shrank by 60%. Since 2016, the L&D unit of just two people, Global L&D Director Avinash Chandarana based in Hong Kong and Global L&D Coordinator Bárbara Núñez Gómez based in Santiago, Chile, has worked to engage and drive improved performance for over

2,500 people in more than 60 offices spread across 31 countries. Now, magpie sits across the ecosystem, providing a personalised route through this diverse offering for MCI's talent base that competes with the best consumer technology - think of Spotify or Amazon Music - in terms of its user experience.

# About the client



MCI Group is a global leader in activating and engaging audiences to build communities through face to face, hybrid and digital experiences by offering conference, events and association management solutions. With over 6,800 events and projects delivered each year, its scope of work encompasses a broad variety of sectors; from pharma, ICT and automotive to luxury and lifestyle, with client types ranging from profit and non-profit to NGOs and governments. So for MCI's workforce, pretty much everything is new or evolving. Constant learning, knowledge enhancement and skills development remains absolutely necessary for MCI to maintain its competitive edge.

# An ecosystem aimed at high performance



As a lean L&D HQ team with a global mandate, Avinash and Bárbara's commitment remains clear - to foster a strong learning and performance culture at MCI, driven by the ultimate necessity of delivering results and overall satisfaction for clients. The competencies behind meeting and exceeding client expectations are wide-ranging: everything from effective project management and execution capabilities, best in class account management to the latest digital, technical and soft skills required to deliver exceptional results.

In a business driven by knowledge workers, Avinash sees the link between learning and development as a chain that runs through commitment, engagement and performance. That chain depends in the first place on measurable engagement and requires constant attention from L&D to get it right:

*“And measurement of L&D solutions is critical. This is the end goal to ensure we keep our eyes on the impact L&D has on the business resulting from the increased performance of our talent. Why are we doing this? What results do we expect? And how do we measure it?”*

To address this mission, MCI Institute has grown steadily over the past decade, having achieved official accreditation by the Learning and Performance Institute (LPI) along the way. The Institute's 'Essential Suite' – *high touch* offerings consisting of local learning weeks,

mentoring and face to face programmes, industry education/certification to a three-day global academy is complemented by an expanding high-tech 'Digital Suite' - with its collaborative and socially driven learning and knowledge management system, 'Switch,' at its core supported by live online learning and on demand digital content from MindTools and Micro Learning from Grovo.

It's an extremely rich offering which was already tailored to individuals by function, role and seniority within the LMS. But top-down personalisation only goes so far, as Avinash explains:

"We were personalising content but only to a certain level, in a top-down prescriptive way based on aligning content to competency frameworks. But what about the real needs based on the context of each individual? Reframing was needed."

Avinash continues:

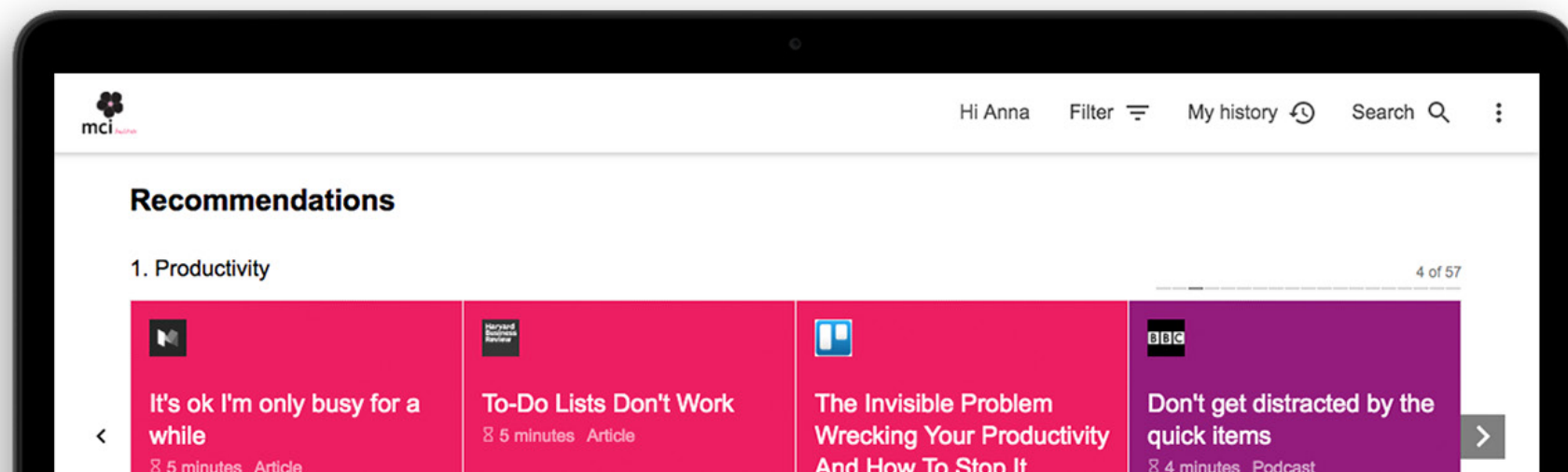
"We had to be more agile in our thinking and become more learner centric. And learner centricity could be very different according to location, experience, culture and even 'how' our staff liked to learn. How could we flip our top-down approach to move towards a more accurate level of personalisation which resonates with each employee? We needed more inputs - from our learners, requiring a two-way system of feedback."



# Where magpie fits in

MCI Group started working with Filtered at the beginning of 2018, as an early adopter of the magpie learning recommendation engine. At MCI, magpie is named RoSe – in recognition of MCI's founder, 'Roger Tondeur and its current CEO, Sebastien Tondeur. Avinash and Bárbara worked closely with the Filtered team to customise RoSe with a chat script and competency model which aligned with MCI structures and connected it to their entire learning ecosystem. The content pool was tailored to include in-house courses, resources and external libraries like MindTools and Grovo,

Filtered's own suite of Microsoft courses and hand-curated resources from the world's best online sources. magpie (RoSe) also integrated with MCI's single sign-on via Microsoft Azure Active Directory, providing access to any of these resources from any device. Thanks to magpie, MCI's talent can now build knowledge and skills faster by navigating a pathway through the company's rich L&D ecosystem, with less friction and greater accuracy to pinpoint relevant content.



Avinash is also a big believer in L&D's need to adopt marketing techniques by learning how the world of 'Customer Experience' (CX) is influencing and shaping the 'Learner Experience' (LX) within the workforce of today.

'While we continue to curate and communicate L&D opportunities to our talent, we lacked precision to improve our targeting efforts,' explains MCI's Group L&D Coordinator, Bárbara Gomez.

Filtered's customer success team helped the MCI team enhance its strong existing communication practice with data-driven insights into learning behaviour. For example, Filtered revealed that the peak day for learning at MCI was Friday, contrary to assumptions, and helped to reorganise L&D campaigns around the individual pieces of content that performed best.

*"The data provided by magpie helps us understand exactly which content and resources our staff are engaging with and what's relevant for them ... By unlocking these insights, not only do we see what's important, we're also in a better position to identify gaps in content to serve specific requirements, enabling us to fine-tune our offering."*

Avinash Chandarana  
Global L&D Director

# Putting the insights to work – the results

magpie significantly improves the user experience by providing a single interface which recommends the most appropriate resource to any MCI employee from across its wide-ranging ecosystem. In comparison to industry standards, engagement by MCI users in the offices where magpie has been launched has been high: in any given month nearly a third of adopted users are active (compared to the 5-10% figures which are more typical for corporate learning platforms and content). The number of content launches, at 5 per user, is also higher than the magpie average of 3.9. It was also discovered that the number one source of content accessed from magpie's interface was MCI Institute's own resource library hosted on its LMS ('Switch') – breathing and extending (shelf) life into its own corporate content.

The return on investment from measurable engagement with learning is the kind of data that was previously impossible to obtain, enabling

MCI to scale that learning by optimising its ecosystem. MCI Institute's offering continues to evolve to meet the needs of its ever-expanding workforce but still remains relevant to the skills the organisation needs to achieve its growth objectives.


"The data provided by magpie helps us understand exactly which content and resources our staff are engaging with and what's relevant for them," Avinash explains. "By unlocking these insights, not only do we see what's important, we're also in a better position to identify gaps in content to serve specific requirements, enabling us to fine-tune our offering."

As it rolls out magpie (RoSe) to its offices around the world, MCI continues to collect data to align its learning strategy to stimulate the interest



and needs of its talent pool - essential in an era when time and attention spans run short - and one which remains centred around an evolving understanding of the link between learning activity and business performance.

The next step after building a unified ecosystem for skills development is to address different moments of need which are closer to the flow of work. MCI and Filtered are now developing a prototype of magpie, which will be embedded into the collaboration tool Microsoft Teams, and organised around helping project managers, operational staff and its sales teams to prepare for challenging tasks like handling a negotiation or developing a comprehensive project concept. Read more about that in this [blog post](#) or watch the [webinar recording here](#).



Do you need to unify a learning ecosystem and bring learning closer to performance?

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