

PMI realigns a global workforce of innovators to embrace a smoke-free future



PHILIP MORRIS INTERNATIONAL

Snapshot

PMI partnered with AVADO to create **PMI Re:Wired**, a world-class digital leadership training program designed to realign its global workforce of around 22,000, across a diverse mix of commercial functions, to embrace and serve the changing needs of the consumer.

91%

pass rate from online certificate programs

1,926

graduates from online
certificate programs

+97%

increase in confidence after
bitsize learning program

8.0

average overall program score
in face-to-face program

Learning Objectives

- Focus on how digital has had a major impact on the customer journey with an emphasis on conversion and retention marketing
- Understanding agile organizational structures, sprints and how to breed innovation
- Understanding of where data can be collected from across the company; generating insights, stories and measuring success

Workforce Breakdown


Field Sales
17,000

 Digital On-the-Go
Digital Foundation
Digital Pro

Sales
3,000

 Digital Foundation
Digital Pro
Digital Master

Senior Leaders
500

 Digital Bootcamp
Digital Foundation
Digital Pro
Digital Master

Marketing
3,000

 Digital Foundation
Digital Pro
Digital Master

Company Profile

Philip Morris International (PMI) is a leading international tobacco company, with a diverse workforce of around 81,000 people hailing from 72 sites across the globe.



By the end of 2016, the company was undergoing a seismic digital shift. PMI sought to reorient its global workforce, adapting insights and strategies to embrace modern, lean, customer-centric processes. It's the biggest shift in the company's history.

"AVADO has been a great partner in our digital transformation journey and has developed some incredible trainings with us."

Juan Pablo Martelli
Manager, Digital Capability Building,
HR Marketing and Sales

AVADO Solutions for PMI

AVADO created a world-class training program for PMI's sizable and globally-diverse workforce, with a mix of stages and levels of complexity appropriate to the company functions most crucial to the broader sales and marketing upscale. In addition, PMI developed the Re:Wired brand and assets with AVADO to excite learners across the business. Focus areas for the program included:

- Digital Imperative
- Customer Centricity
- Channels to Market
- Agility & Innovation
- Consumer Perspective
- Unlocking Data
- Cultural Transformation

"The workshop helps change mindsets. Everybody within the organization should go through it. The workshop is interesting, engaging, interactive and well thought through."

Almudena Vallejo

Assistant Gen. Counsel, Corp. Governance

PMI RE:WIRED

DIGITAL ON-THE-GO

Introduction to digital disruption focusing on the customer journey

DIGITAL BOOTCAMP

Two-day, face-to-face workshop introducing digital concepts and frameworks

DIGITAL FOUNDATION

Provides key digital concept overview over 4 hours per week/ 3 modules/3 months

DIGITAL PRO

Marketing

Explains the customer journey, context and intent, marketing channels and data

DIGITAL PRO

Sales

Explores digitization of customer relationships and integrated communications

The PMI Community

Learning doesn't stop when class ends!

Powered by Hive Learning, a learning experience platform that helps organizations make learning stick, PMI Re:Wired grads join an alumni community group where they continue to refresh on all things digital.

Since October 2017, more than 1,000 PMI staff have used the community to enter into learning conversations with peers by creating posts, voting in polls and engaging with content relevant to their industries and roles, generating more than 10,000 interactions in total.

