



From digital banking pioneer to digital learning forerunner

How Khan Bank became one of Mongolia's earliest organisations to introduce digital workplace learning



Head office: Ulaanbaatar, Mongolia



Industry: Banking



Employees: 5,001-10,000

Khan Bank is the largest commercial bank in Mongolia, providing comprehensive banking services to an estimate of **70% of all Mongolian households**. Its responsibilities stretch far and wide as one of the top tax-paying companies in the country, an employer to a large workforce spread across 550 branches nationwide, and a trusted banking partner to roughly **2.5 million customers domestically**.

Guided by its mission of becoming the country's most trusted financial institution and benefitting both people's lives and Mongolian society, Khan Bank was among the first to introduce digital banking products and services to the market. **Today, 95% of its total transactions are made via digital channels.**

Its success in transitioning from the traditional banking model to a technology-enabled digital one is fuelled, in part, by its commitment to supporting the continuous learning and development of its employees.

This desire for greater learning accessibility was what prompted Khan Bank to become one of the earliest organisations in Mongolia to introduce digital learning for its employees.



“Khan Bank aims to be the employer of choice and strives to strengthen the company's positive culture by creating a healthy working environment for its employees and providing opportunities for them to learn and grow. Therefore, continuous learning and development is an integral part of our bank's culture. Facilitating the continuous learning and development of employees is not an easy task for a company like ours with thousands of employees, however, it is important to ensure that our employees have access to their desired training and learning opportunities whenever they want.”

Ganbyamba Sh.,
Khan Bank's Vice President, Human Resources

Challenge

- To digitalise workplace learning so as to enable open and equal development opportunities for a large and diverse workforce.

Solution

- Piloted LinkedIn Learning for one month to gather feedback and insights that were used to formulate plans and procedures
- Created learning groups on LinkedIn Learning to make learning more relevant and engaging for employees
- Focused on engaging and equipping managers to lead by example

Results

- **98%** activation rate
- **81%** monthly repeat learners
- **2.1** average monthly learning hours per user

The Journey to Digital

The primary challenge facing Khan Bank was how to make learning opportunities open and equal to every employee, given their diverse job roles and physical locations. At this point, the bank had already become quite apt at offering instructor-led training, albeit mainly for professional development. It knew, however, that classroom training wasn't the only way to learn—that there is high-quality, useful online training available.

“We see e-learning as an opportunity not only to improve learning accessibility, but also to strengthen our learning culture as it enables every employee to learn what they want, regardless of location, space or position.” Ganbyamba Sh., Khan Bank's Vice President, Human Resources

Backed by a supportive CEO, the team embarked on a phased approach to digitalise workplace learning. This started with the KB Academy project.

KB Academy is Khan Bank's internal e-learning system where employees can access essential internal policies, procedures and e-learning resources in an equitable and inclusive manner. KB Academy was a soft introduction to e-learning and laid the foundation for the bank to roll out a fully-fledged e-learning solution.

“There were a number of reasons behind our decision. First, of course, is how accessible LinkedIn Learning is—our employees can learn both online and offline, and on desktop or mobile. It is also rich in training resources for both professional and personal development, has up-to-date content by world-class subject matter experts, and comes at an affordable price tag.”

“We started our search about two years ago. E-learning is still quite rare in Mongolia, which is why we looked internationally. After comparing the best solutions in the market, we chose LinkedIn Learning,”

**Solongo S., Head of Khan Bank,
Training & Development Department**

Once the choice was made, the Khan Bank team began an onboarding, activation and engagement programme to help employees to make best use of LinkedIn Learning.



The Path to Success

To get started, Khan Bank ran a month-long pilot programme with a small group of selected employees. Using insights from this experience and feedback from participating employees, it was able to develop internal rules and procedures for e-learning, design training plans for each employee, and prepare its activation plans.

“We believe that managers are effective learning role models for their teams, so we focused a good part of our efforts in engaging managers,” shared Soyolmaa D., Specialist, Training & Development Department.

Khan Bank chose to equip its line managers with sub-admin access to LinkedIn Learning, which meant that they are able to create groups, add custom content, curate learning paths and collections, in addition to generating reports.

“Being able to create separate groups is a very innovative feature. We appoint admins depending on the unit and job roles so that the courses shared or recommended are more relevant to each employee.

Employees also take pride in adding their learning certificates on their LinkedIn profile, which is helping to strengthen our learning culture,” added Soyolmaa.

With employees motivated to hit their weekly learning goals, Khan Bank is recording impressive results on LinkedIn Learning:

- **98%** activation rate
- **81%** monthly repeat learners
- **2.1** average monthly learning hours per user



What is also interesting is that its employees are now spending more time on leadership and management courses, compared to role-specific, functional courses—another indication, perhaps, that the deep learning culture that Khan Bank desires is already taking root in the organisation.

“LinkedIn Learning offers various courses, from simple exercises such as how to write a formal email to financial analysis lessons. The best thing is that all the courses provide certificates, which you can share on your own LinkedIn profile right after you complete your lesson. This was one of the most satisfying milestones, and motivated me to learn more. Thanks to LinkedIn Learning’s Six Sigma courses, I became one of the first members of my company’s official Six Sigma Team and I’m currently on my way to receive a Green Belt. During my last performance review, I confidently said that I had studied Six Sigma courses. That was one of the contributing factors in gaining my promotion. Now, whenever I need any solutions for work or career-related issues, I simply trust in LinkedIn Learning courses to find the right answers.”

Nomin-Erdene G., Specialist, Process Improvement Department, Khan Bank



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