



BNP Paribas increases AI implementation by 43% through targeted upskilling



Industry
Financial Services
and Banking



Location
India



Size
5,000–15,000 employees



BNP Paribas is on an AI and digital transformation journey till 2030. Coursera supports AI readiness, technology readiness.



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Overview

BNP Paribas is preparing its workforce for a future shaped by AI, automation, and digital transformation. As part of its long-term transformation roadmap through 2030, the organization sought to build deeper technical and functional capabilities across its workforce, while helping employees develop practical skills that could be applied immediately in their roles.

Through its partnership with Coursera, BNP Paribas created a focused learning strategy centered on AI readiness, emerging technologies, productivity tools, project management, and technical upskilling. Rather than positioning learning as a broad-based benefit, the organization aligned access with business priorities and employee development needs. This ensured that learning investments supported both organizational transformation and workforce capability building.



Snapshot

43 %

increase in AI implementation
among Coursera users

12 % to 15 %

increase in job rotation,
expanding internal talent
mobility

Practical AI skills

applied more broadly across
technical and functional work, as
well as day-to-day operations

The challenge

BNP Paribas recognized that successful digital transformation requires more than technology adoption. Instead, employees needed opportunities to build practical expertise in emerging technologies and develop confidence using AI and digital tools in their day-to-day work.

At the same time, the organization also wanted to strengthen internal talent mobility and reduce reliance on external hiring for future skill needs. To achieve this, however, learning investments had to be aligned with business priorities, departmental requirements, and long-term workforce planning goals. The challenge was creating a targeted, scalable approach that would deliver meaningful skill development while ensuring learning translated into real workplace application.

The solution

BNP Paribas implemented a deliberate, demand-driven learning strategy with Coursera. Licenses were allocated based on business requirements, employee development objectives, and functional priorities rather than broad distribution across the workforce.

Before receiving a Coursera license, employees identified learning goals and secured manager approval to ensure their development plans aligned with business priorities. Skill gaps were identified through training needs analysis (TNA), departmental priorities, completion trends, and alignment with BNP Paribas' 2030 transformation plan. This combination of employee input and business planning helped direct learning investments toward the highest-priority skills and teams, creating a more focused and measurable approach to workforce development.

Learning focused primarily on functional and technical capabilities, including AI, prompt engineering, agentic AI, MongoDB, Six Sigma, project management, and other emerging technology domains. Regular follow-ups from administrators and integration with the learning management system (LMS) helped maintain accountability, reinforce learning expectations, and encourage completion across participating teams.

Leadership sponsorship also played an important role. The learning team presented Coursera opportunities directly to department leadership groups to help create awareness, build alignment around learning priorities, and secure executive support. As leaders championed participation, interest expanded across teams, generating strong employee demand for learning opportunities and reinforcing a culture of continuous skill development across the organization.

The results

BNP Paribas' targeted approach helped translate learning into measurable workforce outcomes.

The most significant impact was seen in AI adoption. Employees who completed AI-focused learning pathways applied new knowledge directly in their daily work, contributing to a 43% increase in AI implementation among Coursera users. Teams began using AI for drafting, summarizing data check-ins, and process documentation. This helped reduce manual effort while improving consistency and accuracy.

Additionally, knowledge sharing amplified the impact beyond individual learners. Employees who completed AI training passed skills on to colleagues, helping expand awareness and practical application across teams.

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The mindset of what we can do with AI is also changing.



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That mindset shift extended beyond technology adoption. As employees developed broader technical and functional capabilities, workforce mobility improved as well. Job rotation increased from 12% to 15%, creating new opportunities for employees to move across functions and apply newly developed skills in different areas of the organization.

The learning initiative also strengthened confidence among employees by providing access to trusted content from leading universities and industry partners. As teams became more hands-on with emerging technologies and business-critical tools, BNP Paribas strengthened its ability to develop talent internally rather than relying solely on external hiring to meet future capability needs.

Looking ahead, the organization continues to view learning as a strategic enabler of its digital transformation journey, helping employees build the skills required to support the future of banking and financial services.

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Coursera has strengthened learner confidence by providing access to credible, industry-relevant content from leading universities and companies. It has helped employees upskill faster.



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Develop future-focused skills that drive workforce transformation.

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