

## RESEARCH SPOTLIGHT

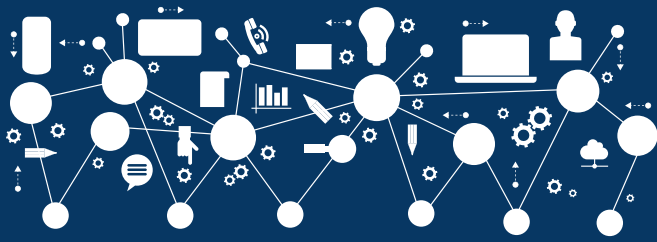


# The New Wave of **DIGITAL LEARNING**

August 2017



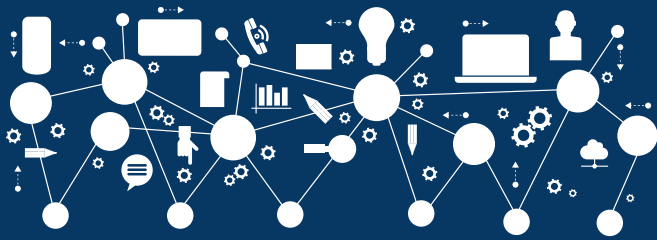




# Table of Contents

The World of Work is Changing	3
Learning is Changing, Too...	4
Learning Technology	5
Why Digital Learning?	6
It All Works Together	8
Learning-Performance Convergence Model	9
Key Takeaways	10
About Brandon Hall Group	11, 14
About Litmos	12





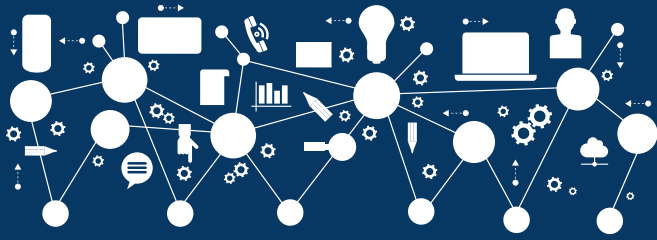
# The World of Work **IS CHANGING**

## The World of Work

has changed dramatically, from a top-down, largely homogenous environment to a wired, collaborative, diverse environment where change is constant and the workforce must be able to change with it.

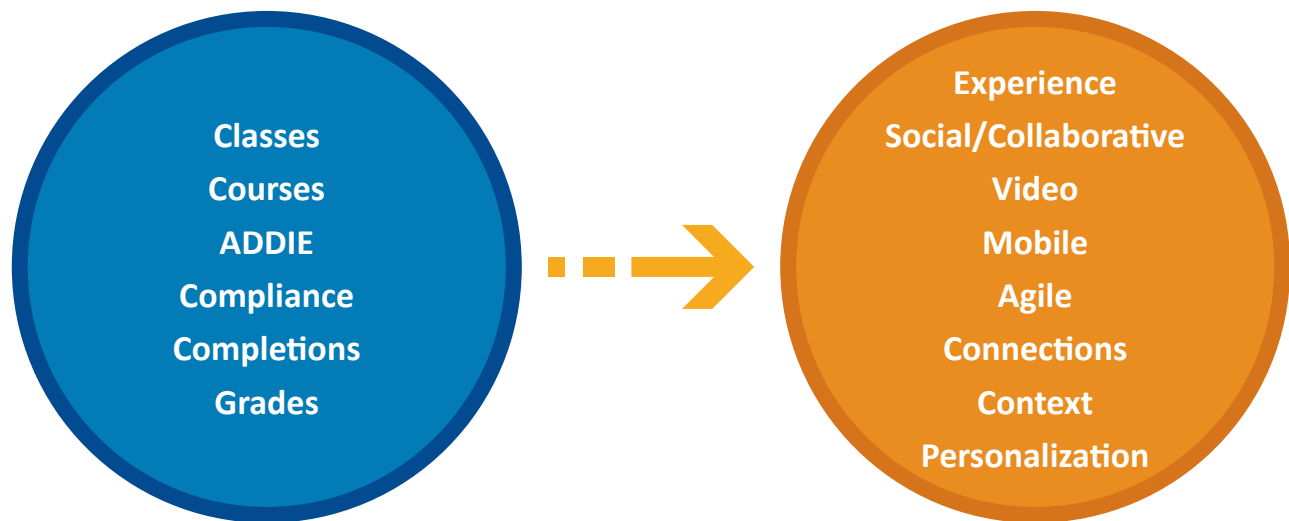






# LEARNING is Changing, Too...

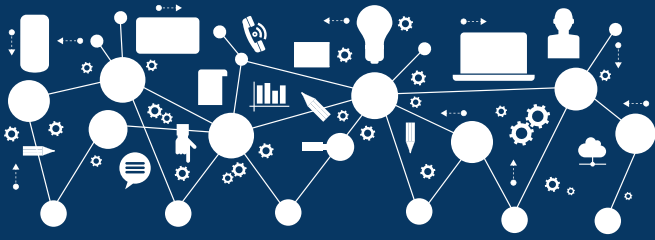
Corporate learning has been gradually changing over the past few years, and Brandon Hall Group research shows that the pace is picking up speed.



More than ever before, companies are moving away from the traditional courses and classes where success is largely measured by completions and assessments. Organizations are building continuous learning experiences that can be adapted to individual needs, while also aligning with the development needs of the business. This requires the ability to develop agile learning available anytime, anywhere, at the point of need.







# Learning Technology **PRIORITIES**

## LEARNING TECH PRIORITIES

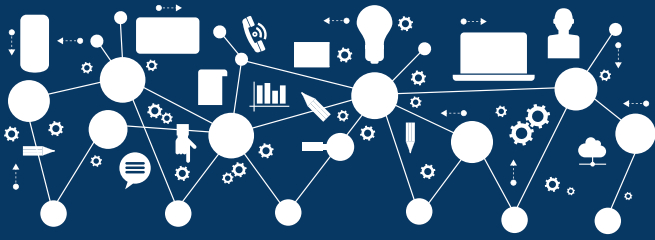
- 50%** Data analytics
- 44%** Social/collaborative tools
- 43%** Mobile delivery
- 37%** Content management
- 35%** Virtual classrooms
- 31%** Games/simulations
- 15%** MOOCs
- 14%** Physical classroom technology
- 11%** Augmented reality

Therefore, technology priorities for learning are moving away from course-centric technology to systems that support analytics, collaborative tools, mobile delivery, and other tools that can deliver agile, engaging learning experiences for a diverse and tech-savvy workforce.



It's imperative that organizations change the way they deliver learning because their employees need to engage with learning weekly or daily. Formal courses cannot keep up with that demand.





# Why **DIGITAL** Learning?

The characteristics of digital learning allow it to meet learners when, where, and how they need it, thereby keeping up with the demands of the business.

## **CONTEXTUAL**

- Role
- Location
- Development path

## **SMALL**

- Short videos
- Quick updates

## **INFORMAL**

- Everyday
- Ad hoc

## **MOBILE**

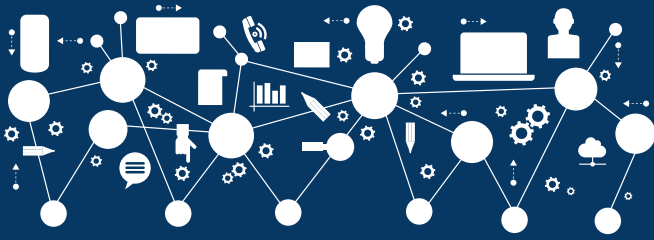
- Down time
- Moment of need

## **SOCIAL**

- Discussions
- Recommendations







# PERSONALIZED Learning

## Personalized Learning

The process of providing learning experiences based on the employee's professional and personal needs/interests, and being able to access that learning in a venue and time frame that is best for the employee.

62%

of **HIGH PERFORMERS** use personalized learning as part of their learning strategy

35%

of **ALL OTHER ORGANIZATIONS** use personalized learning as part of their learning strategy

The majority of high-performing organizations -- those that research shows have year-over-year improvement in KPIs such as employee engagement, customer satisfaction, and organizational performance and productivity -- use personalized learning as part of their learning strategy, while only about one-third of other organizations use it.

### Agree/Strongly Agree

93%

Personalized learning supports an employee in reaching professional goals more efficiently

91%

Personalized learning supports employee needs in continuously developing knowledge, skills, and abilities

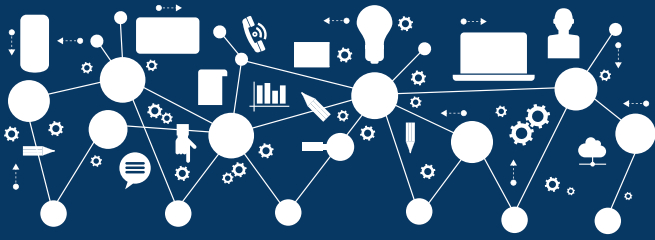
88%

Personalized learning has helped to improve our organization's strategies, mission, or vision

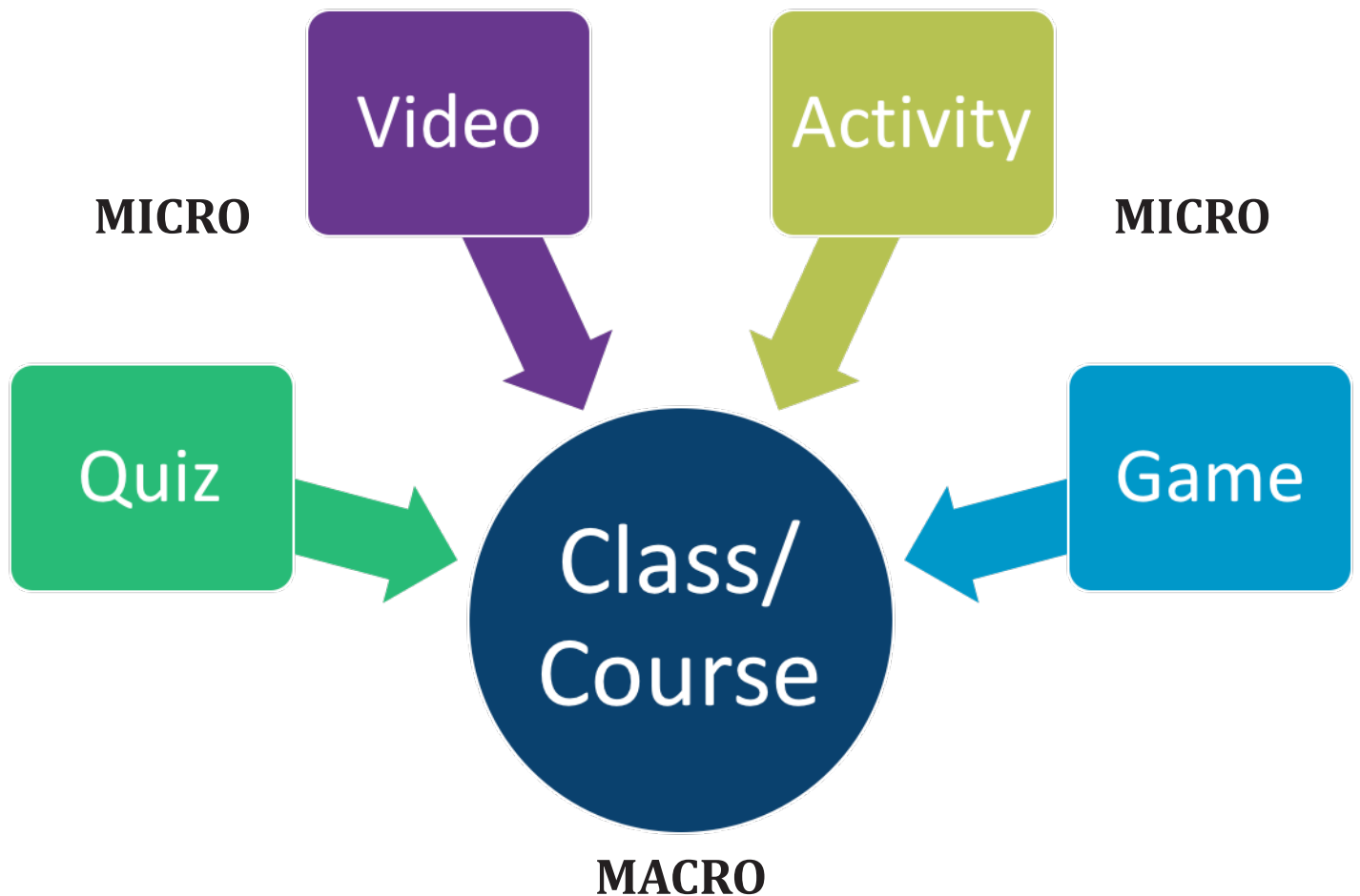
81%

Personalized learning aligns with the 70:20:10 framework



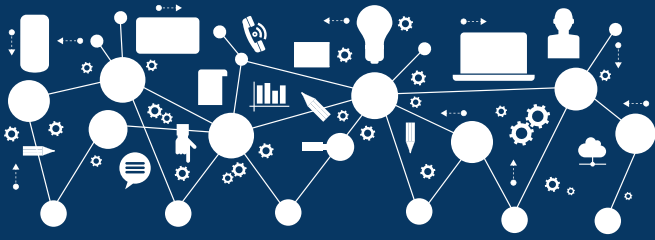


It All Works  
**TOGETHER**

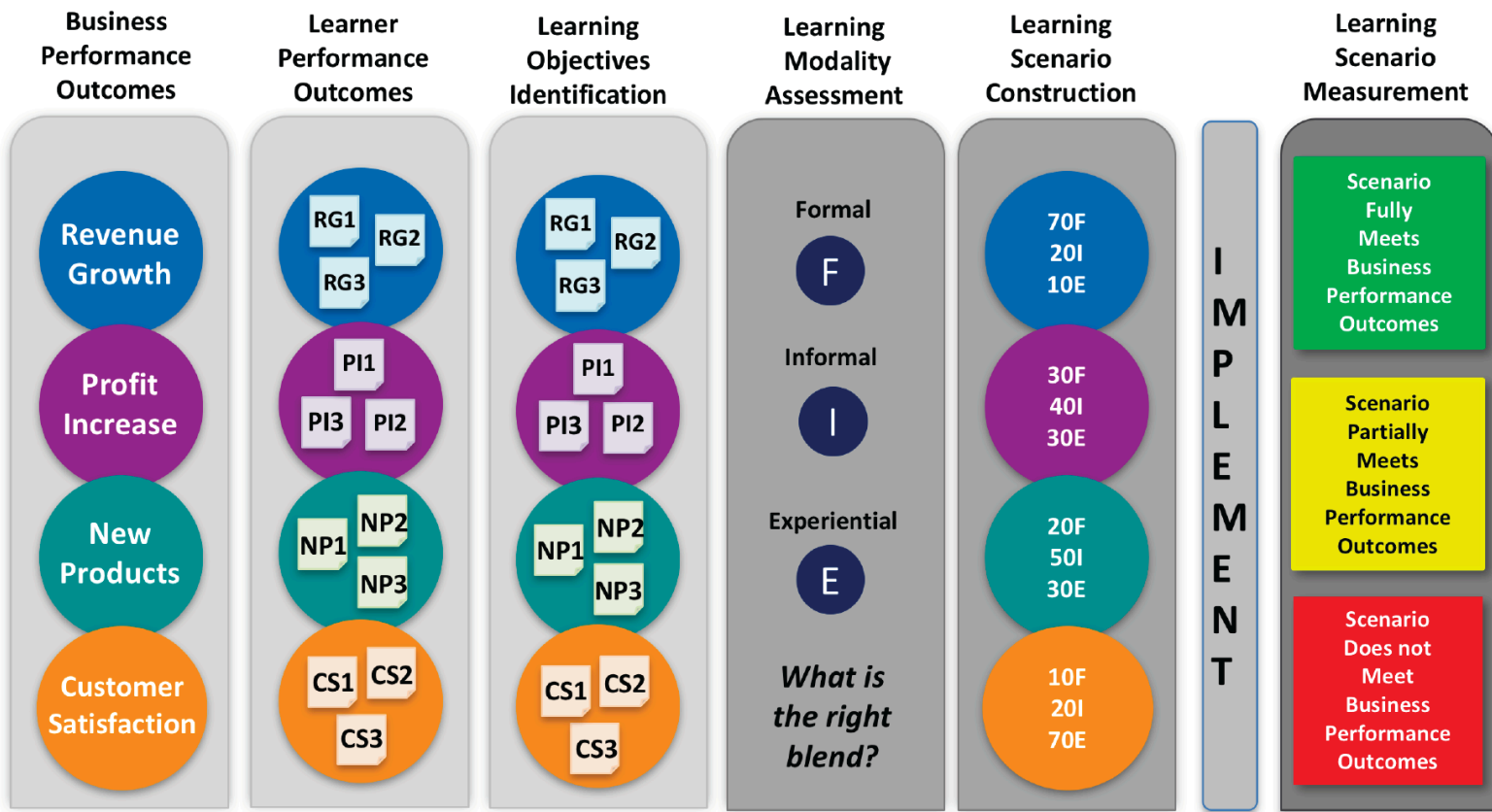


Digital learning does not mean organizations shouldn't offer traditional live or virtual classroom learning. What it does mean is that other forms of learning must be developed to support it and reinforce it. The 70/20/10 learning framework says that people learn mostly through experiential (the 70), and informal (the 20) learning, so organizations need to create the right blend of experiential, informal and formal learning to make the learning effective.





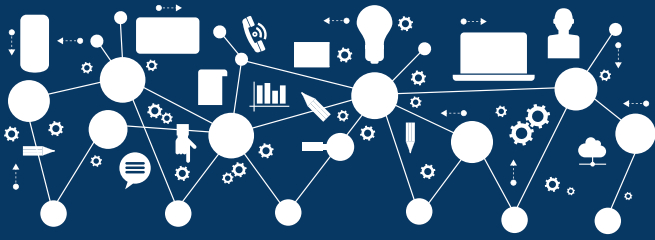
# Learning-Performance CONVERGENCE MODEL



*Accelerated Learner Development through Agile Learning Process*

Brandon Hall Group has developed the Learning-Performance Convergence Model to help organizations make learning delivery more effective. It looks complicated -- but the principle is straight-forward. Organizations must first determine the desired business performance outcomes needed. It could be higher profit, better customer satisfaction, or almost anything. But there must be a performance outcome attached to the learning. Then you should determine the behaviors that learners need to demonstrate to reach the performance outcomes, and then the learning objectives that lead to those learner behaviors. Then determine the mix of learning -- formal, informal, and experiential -- that is going to teach the behaviors that drive individual and organizational performance.





## KEY Takeaways

1

Formal learning is not going away.

2

Informal learning should be symbiotic.

3

Learning needs to meet the learners where they are.

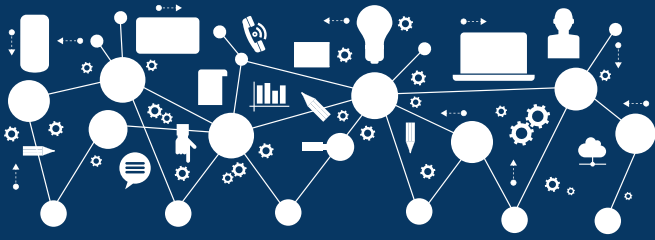
4

Spend less time wrestling with big content.

5

Digital learning allows for a broader mix of experiences.





# ABOUT Brandon Hall Group

## About Brandon Hall Group

Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management.

With more than 10,000 clients globally and 20 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

## Authors and Contributors



**David Wentworth** ([david.wentworth@brandonhall.com](mailto:david.wentworth@brandonhall.com)) wrote this report. He is Principal Learning Analyst at Brandon Hall Group, focusing on all aspects of learning and the technology that supports it. David has been in the human capital field since 2005 and joined Brandon Hall Group as senior learning analyst in early 2012.

**Claude Werder** ([claudio.werder@brandonhall.com](mailto:claudio.werder@brandonhall.com)) edited this report. He is the Vice President of Research Operations and Principal HCM Analyst at Brandon Hall Group. His responsibilities include overseeing Brandon Hall Group's

team of analysts, directing research priorities, content quality assurance, and producing the annual HCM Excellence Conference.





**Litmos**  
by CallidusCloud

# LEARNING. AUTOMATED.



## THE #1 LEARNING SOLUTION PROVIDER



### Learning Management

Litmos LMS unifies virtual, classroom, mobile, social, and eCommerce in a secure and intuitive platform.



### Training Ops

The best platform for extended enterprise learning and running profitable training for your business.



### Packaged Content

Engaging and relevant out-of-the-box eLearning courses, delivered via the web to your users.

[www.litmos.com](http://www.litmos.com)

+1 (925) 251-2220 | [Sales@litmos.com](mailto:Sales@litmos.com) | 4140 Dublin Blvd. | Suite 400 | Dublin, CA 94568



# AWARD WINNING



## INTEGRATIONS

ADP | Android | Apple | Bamboo HR | Box | Centrifly | Dropbox | Google  
GoToTraining | MailChimp | Namely | Okta | OneLogin | Paypal | Ping Identity | Salesforce  
ServiceNow | Shopify | TribeHR | WebEx | Wordpress | Zendesk

## LEADING COMPANIES LOVE LITMOS



“We saved over 1.5 million dollars in training costs and doubled our technicians’ productivity in the first 90 days of implementing our training through Litmos.”

**Dan Halverstadt**  
VP of Training & Quality, USC



“We see how well our instructors are responding to the platform and are engaging in the content. We are super excited to continue to build programs that will inspire our instructors around the world.”

**Joy Prouty**  
Director of Education, Zumba



“In the first quarter we certified as many users as we did the whole previous year, and that would not have been possible without Litmos.”

**Julio Herrera**  
Training Manager, YouTube

### About Litmos

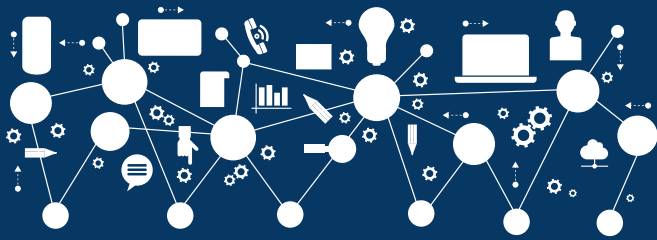
Backed by CallidusCloud (NASDAQ: CALD), Litmos is the world’s fastest growing enterprise learning solution. It unifies learning management, the extended enterprise, and prepackaged content in an innovative platform to meet any organization’s internal and external training needs. Built to help learning organizations achieve success, Litmos is highly secure, focuses on the end user, and provides time to value three times faster than traditional learning solutions. Over 4 million users in more than 130 countries and 22 languages use Litmos to optimize their learning and development, improve performance, and monetize training.



**www.litmos.com**  
+1 (925) 251-2220 | Sales@litmos.com  
4140 Dublin Blvd. | Suite 400 | Dublin, CA 94568

This document is provided for information purposes only, and the contents hereof are subject to change without notice.  
© 2016 Litmos by CallidusCloud. All rights reserved.





# ABOUT Brandon Hall Group

## Subscribe To Our Interactive Data-Benchmarking Tool: **DataNow®**

All the data from our studies is available by subscription to [DataNow®](#). DataNow® is Brandon Hall Group's interactive data-benchmarking tool. Organizations use it to make data-based decisions, find leading practices, benchmark, and more. You can also filter the data by company size, revenues, and industry segments to give you a fully customized view. [Learn more about DataNow®.](#)

## Our Services

### GET HELP TO DRIVE RESULTS FOR YOUR TALENT

In today's volatile and global business climate, managing talent for high-performance plays an increasingly crucial role in an organization's growth and future success. Effective talent management is a top priority in organizations everywhere because, while organizations recognize the need to obtain and retain people with the very best skills, they continue to struggle to implement effective strategies to do so. HR and Learning professionals need to be able to successfully define organizational talents needs and skills, identify talent strengths and career goals, and align organizational needs to individual needs. Rethink your strategy, validate your assumptions, transform your business, and optimize your time with the use of reliable data, tools, and guidance.



PLAN



ATTRACT



DEVELOP



PERFORM



RETAIN



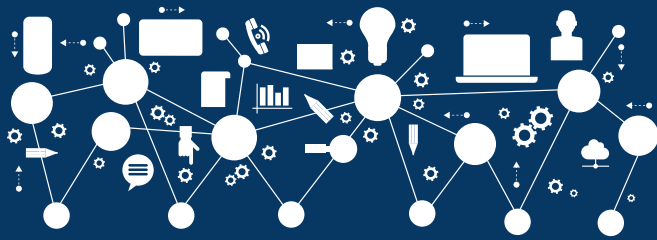
OPTIMIZE

### GET HELP WITH YOUR HR SERVICES MANAGEMENT & DELIVERY

As described in the employee lifecycle, processes are linked to employee transactional processes (e.g., compensation, benefits, compliance, contingent workforce management, etc.) via workforce planning and analytics.

- Policies/Process/Procedure
- Payroll
- Expense Management
- Benefits & Compensation
- Contingent Workforce Management
- Compliance
- Time & Labor Management





# ABOUT Brandon Hall Group

## Our Services (Continued)

### GET CONSULTING HELP WITH...

- Strategy and Planning
  - Governance & Business Alignment
  - Executive Management
  - Team Development
  - Measurement & Analytics
  - Program Design & Deployment
  - Technology Selection, Management & Integration
  - Organizational Structure
  - Measurement & Analytics
  - Change Management
  - Budgeting & Forecasting
- .....

## Membership Offers Tailored Support

At the core of our offerings is a Membership Program that combines research, benchmarking and unlimited access to data and analysts. The Membership Program offers insights and best practices to enable executives and practitioners to make the right decisions about people, processes, and systems, coalesced with analyst advisory services which aim to put the research into action in a way that is practical and efficient. Membership also provides you direct access to our seasoned team of thought leaders dedicated to your success, backed by a rich member community, and proactive support from our client services team.

### RESEARCH ACCESS & EVENTS

- Reports
- Case Studies, Frameworks & Tools
- DataNow® & TotalTech®
- Webinars and Research Spotlights
- Annual HCM Conference

### ADVISORY SUPPORT

- Ask the Expert
- 1 on 1 Consultations
- Research Briefings
- Benchmarking

### CLIENT SUCCESS PLAN

- Your Priorities
- Executive Sponsor
- Client Associate
- Monthly Meetings

[CLICK HERE TO LEARN MORE](#)