



EXPERT PERSPECTIVES ON
LEARNING TECHNOLOGIES

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INTRODUCTION

Learning Technologies: Meeting the Needs of Learners and The Business

The digital revolution has impacted nearly all industries, including corporate training. Innovative technologies such as virtual and augmented reality (VR and AR), artificial intelligence (AI) and machine learning (ML), and learning experience platforms (LXPs) have transformed the learning function, enabling learners to have more say over what, how, when and where they learn.

Although Training Industry research has found that the majority of learners still prefer instructor-led training (ILT) over other learning methods, almost half of learners identified on-the-job training (OJT), e-learning and virtual instructor-led training (VILT) as their learning methods of choice. We cannot forget these learners, especially as today's employees want to join organizations that invest in their personal and professional development.

Learning leaders should deliver training in multiple formats to address learners' preferences and improve the effectiveness of training initiatives. To do so, they must effectively select, manage and retire learning technologies. From chatbots to video learning, this e-book shares the insights of learning leaders like you on how to leverage learning technologies for business impact.

I would love to hear your perspective on this collection of articles from TrainingIndustry.com. Feel free to reach out to us at editor@trainingindustry.com.



Ken Taylor, CPTM

President and Editor-in-chief, Training Industry, Inc.

Chatbots and Artificial Intelligence: Literally Changing the Face of E-Learning



Ivan Andreev, MBA, is a digital marketing specialist at [Valamis](#) with over nine years of experience in online marketing.

For many years, e-learning designers have relied on [chatbots](#) — those handy little digital “helpers” that pop up to answer questions or provide additional information. With the introduction of faster internet connections (5G and beyond) and better development tools, chatbots are no longer just digitized voices behind animated avatars.

What Is a Chatbot?

Chatbots are rules-driven services, sometimes powered by [artificial intelligence \(AI\)](#), that help individuals communicate in an online environment. In an e-learning context, [AI-powered chatbots](#) make learning more intuitive by helping learners choose, consume and understand content. Rather than clicking buttons, selecting drop-down menu items or tapping on a screen, with chatbots, learners can navigate content through gestures and conversational interactions.

Moving Beyond Search Bots and Voice Assistants

Traditionally, when learners wanted to find out more about a particular subject within an e-learning course, they clicked on a button, and up popped a search box. They typed a keyword or search term, and the platform served them a list of possible matches.

Then came the next step. Anyone using mobile devices from one of the three leading manufacturers is familiar with their digital assistants: Google Assistant, Siri and Cortana. When integrated in e-learning, [virtual assistants](#) can play a helpful role in enhancing the learning experience.

Both text search boxes and [digital assistants](#) deliver scripted responses. While voice-assisted training environments leverage some degree of [machine learning](#) to deliver an enhanced experience, that ability is limited. The interactions are still initiated by pushing buttons, tapping or typing on screens, and scrolling with a mouse. While pre-programmed talking avatars certainly help to put a human face to digital learning, their contribution does little to personalize the learning experience.

Now, using AI, e-learning developers are moving away from the traditional [graphical user interface \(GUI\)](#) and toward conversational user interface (CUI). AI-driven e-learning is set to radically change the face (and voice!) of online learning.

AI-enabled E-Learning Essentials

To successfully embed AI and chatbot technology into the new e-learning paradigm, course developers will need to keep the following four design pillars in mind:

1. Conversation-focused

E-learning designs will pivot from programmed responses to fixed commands to chatbots that converse as naturally as human beings. Using [natural language processing \(NLP\)](#), the AI will first ask learners how they need help and then “learn” from those interactions so the chatbot can assist learners proactively.

“AI-driven e-learning is set to radically change
the face (and voice!) of online learning.”

2. AI-focused

With AI, chatbots deliver a learning experience based on past interactions. With the help of deep machine learning (DML), chatbots contextualize what a learner wants to accomplish, using context and content to reach data-driven inferences. For example, if a chatbot discovered that a learner consistently performed poorly when performing a specific task in a software program, it would deliver refresher courses or other content to build those skills.

3. Pervasive Learning

When creating AI-based e-learning, designers will need to ensure that the chatbots can function:

- Across devices (laptops, tablets, smartphones and [wearable devices](#)).
- At any location (e.g., at work, at home or at the gym), because learning shouldn't be location-bound.
- In multiple modes (i.e., hand-scripting, speech, keyboard).

- On demand, anytime that an employee wants to learn something.

The pervasive capability of chatbots adds a convenience element to e-learning that is currently lacking.

4. Proactive Learning

[Chatbots](#) are more proactive in enabling learners to consume content more effectively and efficiently. Different people like to learn in different ways, and over time, chatbots can learn employees' preferences. By proactively simplifying, sequencing and recommending content based on an individual learner's capacity and preferences, chatbots can make e-learning more "freestyle." You likely won't have a single curriculum or course outline, because the chatbot will customize a unique one for every learner.

AI-enabled Chatbots Are Here

The use of AI and chatbots isn't a distant dream. In fact, consumers use chatbots for all kinds of applications, such as [weather](#) bots to provide on-demand forecasts, news bots that customize feeds based on personal preferences, and scheduling bots that coordinate meetings based on multiple calendars.

Conversational AI platforms (CAPs) are the future of e-learning. From recruitment and hiring to training and professional development, CAPs provide a uniquely personalized experience for each user.

Getting Started With AI-enabled Chatbots

If you are interested in starting down the path of integrating chatbots into your e-learning environment, start with a simple chatbot application. Then, as you become more familiar with techniques and technologies, you can start incorporating AI and DLP features into your e-learning courses.

"Chatbots are more proactive in enabling learners to consume content more effectively and efficiently."

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“Learning in the Flow of Work” Is Just a Fad ... If It Doesn’t Work



Gal Rimón is the CEO of [Central](#). He holds a master of business administration in marketing and information technologies from Tel Aviv University.

The U.S. Bureau of Labor Statistics reports that [productivity](#) for U.S. non-farm labor has been on the decline since 2011, and the [unemployment](#) rate is 3.7 percent. As a result of these trends, finding ways to attract and retain workers is an imperative. In fact, in a 2018 Conference Board survey (“C-Suite Challenge 2018”), CEOs cited talent acquisition and retention as one of their top challenges.

Clearly, companies need to make the most of the employees they have and provide reasons for them to stay. One way is to help employees hone their skills to not only become better at their jobs — and improve business performance — but feel good about their work. In other words, organizations can retain employees by training them.

However, as Josh Bersin and Marx Zao-Sanders observed in a [recent Harvard Business Review article](#), “The urgency of work invariably trumps the luxury of learning...Learning therefore ends up being relegated — consciously and subconsciously — to the important-but-not-urgent quadrant” of the [Eisenhower time management matrix](#). They say that to “make learning part of the powerful current of the daily workflow,” organizations must encourage “learning in the flow of work.”

“Learning in the flow of work” is well past being slideware for a management consultant. It has taken hold in corporations across the globe, most notably in forms of [microlearning](#), which provides short bursts of learning in a way that does not disrupt an individual’s workflow.

Underscoring the need for and challenge of “learning in the flow of work” is this [data point offered by Bersin by Deloitte](#): Employees focus 1% of their work week on learning. That’s less than five minutes per day. On top of a scarcity of time, let’s not forget that the workforce at most organizations is decidedly millennial. This demographic reality points to the utility of a learning mechanism that appeals to digital natives, who grew up with bite-sized information on demand.

As compelling as “learning in the flow of work” might be, if it doesn’t deliver results, it’s little more than a fad or conversation topic among academics and management consultants.

“Companies need to make the most of the employees they have and provide reasons for them to stay.”

Personalized Performance Learning

It's become clear that the way to keep employees engaged in learning in the flow of work is to [make the content relevant](#) — not to the department or even the team but to the individual. Optimally, this drive for relevancy and connection, termed personalized performance learning (PPL) uses employee performance and behavioral signals to trigger highly relevant, individualized [adaptive microlearning](#).

Automation engines enable learning professionals to assign and adapt learning paths based on performance data indicators. With exacting precision, they trigger PPL at just the right time or create branches in the overall learning stream. For example, as a salesperson calls on a customer, the platform delivers a microlearning module on the product he or she is about to sell.

PPL Use Cases

Verizon Cellular Service is the largest retailer for the Verizon Wireless. It uses gamified, personalized training to engage its heavily millennial workforce to learn what they need to do, how to do it, what they might do better and what will spell success. For instance, after the launch of a new model of the iPhone, members of the sales team weren't selling iPhone accessories as well as they could be. PPL provided each team member with highly personalized training, and the company saw an increase of twice as many combination sales (phone plus accessories).

Microsoft's consumer support operation is a network of contact centers across the globe with thousands of customer service agents. It applied the personalized performance learning approach with an automation engine that delivered relevant, gamified content and yielded a 90% engagement rate. Agents noted that with PPL, they felt empowered to do better work.

For “learning in the flow of work” to truly work, training leaders must appreciate that it's not simply about implementing a microlearning process. It must be personal. It must be engaging. And it must give the employee feedback in real time in a way that motivates them to apply it to their jobs.

“For ‘learning in the flow of work’ to work, leaders must appreciate that it’s not simply about implementing a microlearning process.”

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Toward Learning Systems: The Rise of the Learning Experience Platform



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The fundamental nature of learning on the job has changed dramatically over the last few years. Today, every company is a technology company, enabled by [digital transformation](#). Previously, corporate training was limited to a few mandated courses for regulatory or functional purposes. Now, learning must be continuous and self-initiated to meet the demands of rapidly changing job functions and requirements.

Traditional [learning management systems \(LMSs\)](#) primarily served the business need of sporadic, mandated learning. Such learning was management-initiated and, in many cases, was required to perform a specific job function. In this case, the LMS focused more on management needs, such as reporting. It directed learners to the courses they needed to complete, and then they would consume the course, take an assessment and move on, with little control over the content they were exposed to.

Now, the dominant motivation and initiation point for learning has reversed. Continuous upskilling has become a reality for employees facing job scope changes at a rapid rate in the wake of technological advancements. These changes have placed new demands on the software system that provides the basis for such learning. The software must offer a higher level of engagement, discovery, nudges and recommendations; seamless device accessibility; the ability to share opinions and engage with instructors; and access to diverse learning content from a range of sources. A new breed of software focused on these requirements has come to the market: the [learning experience platform \(LXP\)](#).

“Continuous upskilling has become a reality for employees facing job scope changes in the wake of technological advancements.”

LXPs are relatively new, but they are gaining momentum. Companies that now offer LXPs include Degreed, Skillsoft, EdCast and Fuse, to name a few. These platforms have made inroads and built up notable customer bases because their fundamental

appeal is to the end user. Learning and development (L&D) leaders want to provide systems that the end users will proactively use, and LXPs meet that demand.

Observing this trend, several traditional LMS vendors, such as Cornerstone OnDemand, SumTotal and Saba, have responded by focusing on the engagement-centric features and content aggregation capabilities of LXPs. These platforms now include personalized, engaging features that build on the offerings of a traditional LMS.

As LXP vendors mature, they also face new demands beyond aggregation and learner engagement. Customers are demanding other LMS features, such as administrative and reporting capabilities, support for custom content, and skills and roles tracking, from the LXPs. LXP providers are complying with customer demand and rolling out these features.

Some customers are procuring LXPs for certain use cases and segments of their learner population while using their LMS for others. They are creating seamless access for the end user via a single sign-on and enabling seamless reporting capabilities by merging reporting tools or by asking vendors to work together to streamline reporting and operations.

From a software capability perspective, the LMS and the LXP are beginning to overlap significantly, and over the next few years, the distinction may cease to exist. Customers will be able to assess features, engagement and management strengths of an offering and map them to their needs. As a result, we can be optimistic that a learning system will emerge to capture the needs of management and learners alike.

“We can be optimistic that a learning system will emerge to capture the needs of management and learners alike.”

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LXP vs. LMS: Unpacking the Features, Benefits and Differences



Derek Smith is a content marketing specialist at [BizLibrary](#), where he spends his days researching and writing about major issues in human resources and learning and development. You can catch Derek each week on The BizLibrary Podcast, a learning-centric podcast available wherever you find your podcasts.

Corporate learning is on the rise; in fact, [Training Industry's 2018 trends report](#) predicted that global training budgets would rise by as much as 5%.

That level of interest and investment in learning and development is a welcomed change, and as companies begin to look at learning software to manage and track training, they may discover that the [learning management system \(LMS\)](#) market has evolved into two distinct segments: traditional LMSs and [learning experience platforms \(LXPs\)](#).

Neither of these options is necessarily the best or obvious choice for a given organization. Understanding which features make each platform distinct will help you make informed and accurate comparisons between a learning management system and a learning experience platform.

What Is a Learning Management System?

Most organizations use an LMS — a system designed for the administration, delivery, tracking and reporting of learning and development initiatives. LMSs have a few primary functions. Administrators can assign training content to learners, who, upon logging in, are notified that there is new training for them to complete. The learning content is easily accessed from here, and learners can quickly complete the training.

Then, the LMS collects data and makes it accessible to administrators. That data includes whether learners have completed training, their assessment scores and other key metrics. One of the biggest benefits of this functionality is the ability to audit. With an LMS' robust and easy-to-access reporting features, proving compliance is easy and efficient.

What Is a Learning Management System?

A learning experience platform consolidates a variety of capabilities into a single portal, enabling a variety of methods to engage learners, such as personalized learning pathways and [social learning](#).

“A good LXP mimics popular consumer platforms so employees understand that the content and skills they want are available.”

While a learning management system is a useful tool for compliance and certification purposes, LXPs encourage learners to engage with training. LMSs are primarily administrator-driven, and LXPs are employee-driven, meaning that learners select which content they want to engage with. In addition, most LXPs have features that encourage sharing among learners, so conversations around learning occur with higher frequency, and content that one learner found useful may become useful for others within the organization.

Push or Pull: Which Is More Effective?

Push learning, where training content is delivered to learners, follows a familiar model: Schools push learning onto students, when those students enter the workforce, they experience the same approach. Learning management systems largely follow this model. Pull learning, on the other hand, refers to the concept of using attractive, engaging content to attract learners, or pull them in.

Many learners view push training negatively, viewing prescribed learning content as a annual chore. Pull learning feels more natural, and it puts the learner at the center of the experience. [How-to videos are one of the most popular categories](#) on YouTube, lending credence to the idea that employees will seek content to learn new skills. A good learner experience platform mimics these popular consumer platforms so that employees understand that the content they want to see, and the skills they want to learn, are available.

Both push and pull learning strategies have their uses; most learners aren't going to look for compliance training without some administrator interference. Inducing learners to interact with training content on their own has cultural and organizational benefits.

There is no right answer to whether a learning management system or learning experience system is a better tool, since that question hinges on a given organization's goals. In fact, many software providers are now blending both systems, enabling robust reporting and the ability to engage learners' curiosity. Whichever solution you pick, the right software can augment your training strategy and deliver meaningful results to your organization.

“A good LXP mimics popular consumer platforms so employees understand that the content and skills they want are available.”

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Building the Right Content Strategy for Your Learning Technology



Josh Cardoz is the principal learning strategist at [SwissVBS \(a BTS company\)](#), an award-winning, full-service digital learning agency focused on providing value at every step of the learning journey.

So, you've got your eye on your next big technology investment. It checks all the boxes, and from afar, it looks like the silver bullet that's going to elevate how your organization learns. But what's your plan for how to use it? In other words, what will people actually be learning?

When it comes to creating effective digital learning experiences, technology plays a key role, but so does content. Here are three ways to rethink content strategy to maximize the potential of your learning technology:

Organize Your Content Architecture in Terms of Journeys, not Events

Technology enables a cadence of learning that you can't achieve in person. In a self-paced learning environment, the "classroom" can be anywhere — and anytime — you want it to be. But that doesn't mean learning has to feel like a classroom experience. Event-based learning can feel comfortable and familiar but is opposed to how the brain actually learns. Learning something new takes time, which is why it makes more sense to conceive of learning as a journey. We need to be [designing journeys, not events](#).

Think about how frequently you [interact with your smartphone](#). How long is your average session? How many times do you use it in a week? If you're looking for the optimal structure for a learning program, look no further than learners' digital consumption habits. Instead of event-based learning, think of your training in terms of a journey to [competency](#), and map your content architecture to meet the highs and lows of that journey.

Think bigger, too. Your digital experience doesn't need to be a three-hour course or a one-day training. Consider the context of your content, the timeliness of when your content arrives and [when the learning moment becomes the performance moment](#). Building your content around learning journeys not only promotes learning retention; it also helps pivot your organization to embrace a [culture of learning](#). Leverage your technology to support the journey of learning, not just to dump information on a quarterly or yearly basis. This approach is a critical opportunity to transform your content strategy.

Focus on the Experience, not the Functionality

When you're working with technology, it's easy to become caught up in features and functionality. However, when all the focus is on the technology, it becomes a pitfall in your design approach that leads your thinking instead of enabling it. Resist the temptation to let your technology lead the way.

“Learning something new takes time, which is why it makes more sense to conceive of learning as a journey.”

Meaningfully use that discussion board feature or those links to social media. Avoid the trivialities of [gamification](#) that aren't grounded in what motivates people. Just because the leaderboard function is there does not mean there is a compelling use for it every time. Don't be afraid to develop a content guide for the different functionalities of your technology. Start with a list of “dos” and “don'ts,” and grow from there.

If there's something that the technology cannot do, look elsewhere. Vet the features and functionalities that you want to use against the experience you are trying to create. The goal is not to make sure people use your platform but to provide them with an effective experience to help them reach their goals. Don't be a slave to your technology; always make sure the experience, not the tool, leads the way.

Craft Digital-first Experiences

Most e-learning courses follow the same structure — clicking forward through a linear sequence of slides to completion — because they were borne of the “digitalization” era of e-learning, when converting legacy PowerPoint presentations into e-learning courses was all the rage. This approach has been the hallmark of digital learning for decades and is hardly an exemplar for a modern digital learning experience.

The digital landscape has changed tremendously since then, and as new and interesting experiences emerge, we need to question those old ways of learning. The conventional approach to e-learning may have been an efficient model in the past, but this experience is usually under-whelming, not to mention ineffective.

When leveraging learning technology, take the opportunity to reimagine your content in a digital landscape. Resist the temptation to port legacy materials from static learning events (e.g., PowerPoint presentations and reference binders) and replicate the same learning experience. Yes, [microlearning](#) is the (controversial) mantra these days, but it means more than taking legacy materials and cutting them in half. Today's learner is accustomed to modern digital experiences — the kind you find on consumer apps. Pave new roads that move in that direction. Harness your technology to achieve an experience that you couldn't achieve offline. Then, you'll be working with a digital-first mentality — one whose time has come.

Modern learning technologies help you create modern digital experiences, but make sure you put as much thought into your content strategy as you do into the technology. A well-designed content strategy can make all the difference in helping your technology succeed and in providing powerful learning experiences designed for today's learner.

“Harness your technology to achieve an
experience that you couldn't achieve offline.”

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3 Reasons Your Digital Learning Strategy Should Not Start With Technology



Simon Greany is chief learning officer at [Elucidat](#).

Organizations use an average of “19 different learning technologies and spend 18% of their L&D budgets on digital,” according to [Towards Maturity](#). In addition, Towards Maturity research has found that 90% of learning and development (L&D) teams do not fully understand the successes and failures of previous learning technology investments before they invest in more.

Is the jump to obtain the latest technology sometimes too hasty? Here are three reasons why great digital learning strategies don’t start with technology and some tips to help you determine your technical requirements.

1. People and Needs Come First

It’s important to have a strong sense of your learner landscape — employees’ needs and challenges — before committing to learning technology. Listening to business leaders’ take on the learning their teams need, as well as performance gaps within the business, is important. But it isn’t enough to create your future strategy or justify purchasing a new learning technology.

Successful learning and development strategies (digital or not) are people-centered. They start and end by working with users to identify problems and opportunities. Jumping into a specific technology before understanding the problems you’re trying to solve could lead you down the wrong path.

2. You Could Build on What Already Works

Your employees are probably already using some technology platforms for learning, whether it’s social sharing, video platforms, intranet pages or other types of technology. There could be a good reason not to break these habits.

In the age of digital overwhelm, adding more technologies can actually hinder productivity and use, not boost it. Think about whether you’re diverting traffic into a new technology for a good reason and how easy it will be to convince people to make the leap.

“Jumping into a specific technology before understanding the problems you’re trying to solve could lead you down the wrong path.”

3. You Might Not Need New Technology

Modern [experience API \(xAPI\)](#) digital learning platforms can track users’ engagement with content that’s held in different places and in different formats. They can also deliver relevant content from different platforms to users.

Ask yourself whether you need to move content and other online learning experiences to a new platform, or if you could use xAPI technology to create a more connected learning ecosystem with what you already have. Rather than looking for a magic new platform that does everything, perhaps you’re missing just one string to your bow.

How to Pinpoint Your Requirements for Learning Technology

Whether you’re investigating [learning experience platforms \(LXPs\)](#), [learning management systems \(LMSs\)](#) or [learning content management systems \(LCMSs\)](#), [authoring platforms](#), [curation](#) tools, [social learning](#) platforms, or tools that do a combination of these functions, start the process with [people-centered](#) consultation.

High-performing L&D teams understand employees and the learning landscape by finding information such as:

- The daily challenges they face when doing their job.
- The barriers to reaching their full potential.
- What factors are in place when they reach top performance.
- How employees currently learn for work.
- How employees currently solve problems.
- Which technologies are currently used and by whom.

[Use this research](#) to help identify performance gaps, blockers and opportunities, and then prioritize which initiatives are likely to bring the highest return to the business. It might be that there’s one key digital learning initiative that’s the missing link to releasing maximum performance potential.

“Rather than looking for a magic new platform that does everything, perhaps you’re missing just one string to your bow.”

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Adaptive Learning's Personalized Approach: Leveling the Playing Field for Skill-building and Retraining



Nick J. Howe is the chief learning officer of [Area9 Lyceum](#), the learning company of Danish-owned Area9 Group.

For more than 100 years, formal education has followed the same model. Everyone participates for the same length of time, and because some people learn better (or are more capable) than others, learning outcomes vary. From kindergarten to college, the story is the same: Some people are “A” students, while others fail. Some grasp the material within a fixed time allotment and achieve competency, while others, to varying degrees, do not.

If building competence is the objective, particularly in corporate learning and development (L&D), does it make sense to have one group of learners who “gets” the material and another group who does not — with a bell curve of variations in competence in between? (Not to mention, most organizations assume that everyone is proficient at the end of a program, despite what assessment results and cognitive research tell us.)

Adaptive Learning in the 21st Century

[Adaptive learning](#), with its personalized approach, changes the picture, starting with the concept of a performance distribution. Instead of passing or failing, learners are viewed as either proficient or incomplete in their skill-building and in need of additional development. [Artificial intelligence \(AI\)](#)-enabled adaptive learning embraces the assumption that, with enough time and the right support, virtually anyone can be proficient. In this model, performance is fixed, and the variable is time.

If our goal is to enable all workers to be successful in the [21st-century workplace](#), we need to fundamentally rethink the constraints we impose on learning. Adaptive learning programs have demonstrated that faster learners achieve proficiency twice as quickly as learners at the median, and learners who need the most help are roughly twice as slow as those at the median. With adaptive learning, time to complete will vary from learner to learner, but proficiency is achieved by all. of digital transformation accelerates, every developed economy around the world is facing a major skills gaps, and there is a pressing need for job training and reskilling,” she says. “Apprenticeships are key to tackling this problem by training the workforce in the right skills for the future.”

Personalized Learning Levels the Playing Field

With [adaptive learning](#) and its personalized approach, the result is a more level playing field in which all workers can reach their full potential. Most current L&D models, however, are not set up to realize universal proficiency, because they do not support learners with personalized assistance. When L&D programs do use a self-paced online learning approach that allows learners to work at their own speed, they fail to provide help to the ones who struggle. Without personalized support, providing ample learning time does not meaningfully close the skills gap.

“Without personalized support, providing ample learning time does not meaningfully close the skills gap.”

In theory, an instructor in a classroom provides that personalized support, but from a practical standpoint, personalization in a group setting is usually compromised because of class size and the volume of content. The unfortunate truth about the current training approach is that the major objective, in the classroom or online, is getting through the content rather than ensuring that every learner achieves proficiency and mastery.

This traditional approach will not suffice given today's urgent need to reskill workers. According to [McKinsey research](#), as many as 375 million workers, or about 14% of the global workforce, may need to change occupations (requiring new skills) due to digitization, automation and AI. Moreover, as “[intelligent machines](#)” become increasingly common in the workplace, the way nearly everyone works could change.

Adaptive Retraining

Retraining not only helps workers, but it is also beneficial for employers that have previously relied on hiring new people who have the knowledge and specialized skills to be productive from day one. Now, a pervasive [skills shortage](#) is making it more advantageous and cost-effective for organizations to retrain their current workers. According to a recent [Bloomberg](#) editorial, more than seven million job openings remain unfilled in the U.S., a shortfall that the writers say we cannot attribute solely to a tight labor market. As the editorial notes, one in five employers told Manpower Group researchers that [applicants lack the necessary skills](#) for open jobs — not just in digital technology but also in communication and problem-solving.

Adaptive learning is uniquely suited to training in both the technical “hard” skills required to perform a job as well as “soft” skills, such as communication, critical thinking, [collaboration and creativity](#). By taking a personalized approach, adaptive learning systems adjust to each learner (not the other way around). Adaptive learning focuses on where each person needs to become competent. This approach is not only more engaging for the learner, but it is also more efficient and cost-effective for the organization. For corporate L&D, that efficiency translates to the ability to enable workers to increase their skills and achieve proficiency with less time off the job.

Most important for workers facing a significant job change, personalized learning improves median performance and reduces performance variation. In other words, everyone has a greater opportunity to become proficient in a new role, increasing everyone’s chance of success with a wider range of job opportunities.

To meet the demands of the [21st-century workplace](#), competence must be achieved by everyone — not just some. As machines make greater inroads, taking over tasks in most jobs and eliminating some jobs completely, we must equip workers across the board with higher-level skills. It’s a tall order but completely within our grasp, thanks to adaptive learning’s ability to deliver a personalized approach at scale.

“By taking a personalized approach, adaptive learning systems adjust to each learner (not the other way around).”

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7 Learning Technology Strategies to Achieve Engagement and Maximize Impact



Amit Gautam is the founder of [UpsideLMS](#) and co-founder of [Upside Learning Solutions](#).

Corporate training and development is continuously evolving, aided by constant innovation in learning technologies. Moving from e-learning to a blended learning approach, organizations are seeking further investments in learning technology than ever before. According to the [2019 LinkedIn workplace learning report](#), 59% of organizations are increasing their investment in online learning, while 39% are cutting down on instructor-led training (ILT).

“We have entered the [‘golden days of learning’ in business](#) today,” says analyst Josh Bersin. His words echo sentiments expressed by learning and development professionals. Today, the key L&D priority for organizations is to explore innovative and emerging technologies. However, despite the exponential growth and increased adoption rates of learning technology in the past few years, many organizations still find themselves without a clear learning strategy to leverage technology.

When organizations roll out any kind of technology, they are seeking efficiency and future-readiness. However, in the absence of a planned and structured roadmap and strategy, the impact of technology is often diminutive. Organizations that employ technology hastily or go the trial-and-error route might not see the desired results. Likewise, although deploying learning technology can improve productivity and engagement, the impact is more pronounced and long-lasting in organizations that have an effective strategy in place from the start.

Without a learning strategy, organizations will find themselves chasing trends, without an approach that matches their specific learning needs. In an age where emerging learning technologies have become a must-have for delivering corporate training, organizations without a learning strategy in place are certain to be left behind. Here are seven learning technology strategies that can help organizations achieve higher engagement and maximize training impact.

1. Mobile Learning Apps

A key challenge for L&D professionals today is [employee engagement](#), and it is time for L&D professionals to leverage a strategy that empowers their learners. According to Towards Maturity, [64% learners say access to learning content on](#)

[a mobile device](#) is “essential” or “very useful.” Mobile apps are common in our daily lives, so it makes sense to use them to deliver learning. With the cost of developing apps shrinking, [a mobile learning strategy](#) is a must-have.

2. Gamification

Driven largely by smartphones and other mobile devices, the global [gamification market is expected to grow by about 30% by 2024](#). The employee engagement crisis, coupled with our decreasing attention spans and learning retention rates, gamification can deliver a much-needed boost.

“Mobile apps are common in our daily lives, so it makes sense to use them to deliver learning.”

3. Interactive and Microlearning Videos

Video-based learning is an effective strategy to deliver engaging training. In 2017, CGS’ annual enterprise learning research found that video had the most growth in organizational digital learning strategies. Successful L&D programs also now leveraging [microlearning](#) videos that learners can consume easily and on the go. These videos not only offer cost reductions but also can be created, updated and deployed more quickly.

4. The Learning Experience Platform (LXP)

Although there is a lot of talk that the LXP will replace the learning management system (LMS), they will likely coexist for years to come. According to Bersin, the LXP market has reached over \$350 million and is doubling year on year. LXPs offer several benefits in tandem with an LMS, including enabling:

- Self-directed learning to enable a personalized learning experience.
- Collaborative and inclusive learning through user-generated content.
- Offering a positive [user experience \(UX\)](#), including easier navigation for a more engaging experience.

5. Big Data and Learning Analytics

In e-learning, the term “big data” refers to learners’ data, collected from an LMS or similar platform. This data is not only significant in volume but also dynamic in nature. [Learning analytics](#) enables organizations to track, measure and report on this data to provide actionable insights that can help improve training and enable maximum impact.

6. AI-powered Learning Technology Solutions

From AI plug-ins for e-learning courses to personalized learning pathways, real-time feedback and recommendations, AI-powered learning is among the biggest training trends in recent years. With the growth of AI-powered tools like [chatbots](#), this learning strategy is sure to make an even bigger impact in the near future.

7. AR/VR and Immersive Learning

Although many organizations are reluctant to adopt immersive learning strategies like [virtual and augmented reality \(VR/AR\)](#), largely due to higher costs and longer development timelines, they will likely make an impact in the coming years as the development costs decrease and the [use cases become clearer](#).

Equipped with these key learning strategies, L&D professionals can boost learning engagement and achieve improved training impact now and in the future.

“Learning analytics enables organizations to track, measure and report on data to provide actionable insights.”

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5 Immersive Learning Myths, Busted



Christie Calahan is the director of marketing at [Trivantis](#), the award-winning provider of authoring, VR authoring and e-learning tools.

If you work at an organization that has not embraced immersive learning, you are not alone. From “We’ve always done it that way” to “There’s no budget,” it’s human nature to find reasons to avoid change.

Nevertheless, when the benefits of [immersive learning](#) are truly understood within an organization, it’s hard to look the other way. As more and more learning professionals embrace and implement immersive learning strategies, the results are painting a compelling story.

However, even with overwhelming evidence that [virtual reality \(VR\) training can achieve better learning results](#), dated beliefs are still causing companies to miss out on immersive learning’s benefits. These ideas were understandable several years ago, but real-world examples are disproving the following five immersive learning barriers.

1. Production Is Complex and Labor-intensive

While some VR simulations, such as recreating a war scene for combat training, might call for “perfect” production quality, most organizations can create effective media assets with minimal effort.

You’d be surprised to see what you can accomplish with simple tools. To illustrate, pick up your phone, click on your camera and select the panoramic picture option. A 360-degree photograph qualifies as immersive media!

For example, [Thomas Jefferson University Hospital uses simple 360-degree media assets](#) to help patients conquer their fears about colonoscopies, the gold standard for the early detection of colon cancer. To encourage patients to sign up for the procedure, the hospital created an interactive immersive learning module that guides patients through the exam process to help them become more comfortable with it. Delivered to a tablet, the module shows patients what to expect throughout the procedure, from the waiting room all the way to recovery.

The hospital only spent one business day filming, and it used an inexpensive camera. Most importantly, according to the hospital’s patient survey, 57% of patients found the module to be “extremely helpful.”

While this example uses 360-degree photos, 360-degree video production has also become straightforward and manageable. For under \$200, you can purchase VR video cameras that are equipped with the software that stitches images together; then, it's easy to edit footage with any video editing software.

2. VR Training Is Too Expensive to Scale

Not all VR training plans require a headset, but even if they do, headsets are a lot like flat-screen televisions: Once upon a time, they used to be expensive, but now, they are common and more affordable than ever. Even if you find yourself spending \$200 per learner, remember that in-person, hands-on training usually costs more — especially when it requires travel.

“You’d be surprised to see what you can accomplish with simple tools.”

For example, Vanderbilt University had limited opportunities to effectively train its growing nursing school enrollment due to the rising costs of medical equipment. Since purchasing five more ultrasound machines for \$425,000 to support more students was not in the budget, the university implemented an [immersive learning program](#) to reduce the amount of hands-on training time needed. By providing a virtual environment for students to navigate the machine, understand its output and learn how to effectively interact with patients, the students needed less hands-on training to pass their sonography certification program.

If you consider similar situations with [medical and manufacturing equipment](#), a VR training program will likely save money when scaled to support an organization. After including the cost of a headset and VR authoring software, it will still cost less per learner than one day of business travel.

3. VR Authoring Is Complicated

VR authoring is similar to other forms of instructional design. Instead of using a slide template to create an e-learning course, your 360-degree photo or video will act as your backdrop. From there, you can add your questions, hot spots and conditional actions the same way you would when developing e-learning.

A VR authoring tool generally functions just like your traditional authoring app. Any

good immersive learning tool will still enable you to publish courses to your LMS using [SCORM](#), [AICC](#), [xAPI](#) and HTML as well as mobile devices and even traditional authoring programs. In other words, if you swap out slides for 360-degree images and add a headset publishing option, you are essentially still working with your familiar e-learning authoring app.

4. My Learners Won't Understand It

Did you know that adults over the age of 55 are the [fastest-growing user segment on Facebook](#)? Regardless of their generation, your learners can click buttons. Even if they are wearing a headset, a VR course will still prompt them to click, just like any other e-learning course.

Immersive learning is becoming a more mainstream modality. Everyone likes to be successful; if immersive learning makes training more effective, your learners will embrace it.

5. There Is No Sense of Urgency

“We’ve always done it that way” sounds comfortable, but comfortable does not equate to profitable. Furthermore, comfort is relative and can change before we know it. Shopping at the mall was comfortable and convenient until Amazon came along.

If your competitors train their staff more efficiently and effectively than you do, your organization could be at risk if it stays complacent. At companies [from Lowe's and Walmart to Verizon and Chipotle](#), immersive learning is preventing theft, improving customer service and lowering training costs — all of which contribute to profitability.

While you may not have an immersive learning strategy in mind, it's important to separate myths from the new training reality. Between an inexpensive camera and a free trial of VR authoring software, your imagination and open-mindedness can take you far.

“While you may not have an immersive learning strategy in mind, it's important to separate myths from the new training reality.”

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Tapping a New Breed of Modern Learning Platform to Drive Operational Agility and Business Results



Jeff Carr is president and CEO of [Inkling](#) and a veteran enterprise software executive with deep domain expertise in the human capital management and learning and development markets. Strategic and results-oriented, he has held executive leadership roles and built a high-performance track record at market-leading software companies such as Saba, Taleo, Zenefits and PeopleSoft.

Day 1 for a new employee typically means live [onboarding](#) training, which too often also means information overload for the new employee, who is still learning co-workers' names and other workplace basics. It's challenging to also retain that flood of critical information.

Even worse, new employees are often sent to their desks and asked to log into a traditional [learning management system \(LMS\)](#) and click “next ... next ... next” until they have completed all of their required modules. They may not have a frame of reference for what they're reading, but they are determined to push through and finish the training as quickly as possible.

At the end of onboarding, instead of feeling empowered with knowledge, employees are often simply relieved that they can check one more item off their to-do list. Sometimes, sadly, training is more about covering the content than it is about actual learning. Unfortunately, this approach is not the way to engage a new employee — or a current one.

Thankfully, times are changing. Technologies, training needs and employee expectations have evolved, and the old ways of learning are no longer effective. Traditional LMS solutions may have met organizations' needs for reporting on the fact that employees had been “trained” in particular topics, but consider this: [Eighty percent](#) of the global workforce is deskless, which makes on-the-go learning mandatory. While technology can support mobile education, not all LMSs have evolved to help employees access educational content wherever they are.

At the same time, evolving technology increases the need for continuous upskilling, which means employees require more training that is immediately applicable. However, on-the-job learning programs are not meeting the needs of the workforce. Employees want to learn and expect their companies to help them do so. In fact, in a 2018 Docebo survey, [48%](#) of millennials said they would quit their jobs if they did not have opportunities to learn and develop, but in a 2019 survey by Intrepid by VitalSource, only 27% of respondents said the training they receive [is meaningful and useful](#).

When done well, learning and development (L&D) not only helps prepare employees for present and future positions, but it can also be a powerful recruiting and engagement tool. LinkedIn Learning research has found that 94% of employees would stay at their company longer [if they invested in their learning and development](#). Employees want to learn, and employers need them to develop critical skills. When this growth and engagement takes place, employees become more productive, with skills that ultimately help the company's bottom line.

Given this long-standing need for learning, as well as the [arrival of a new generation of learners](#) with new expectations, we must take a fresh look at how to enable effective learning programs.

Leading the (r)Evolution: A New Breed of Modern Learning Platforms for Modern Learners

Today's learners prefer and, in turn, perform better in environments that take a more modern approach to learning — including having ongoing access to effective learning platforms.

Remember those new employees sitting at their desks with traditional LMS training? Imagine that **they could access the learning platform, find what they need, learn it and apply it immediately to their job**. Imagine if they could go through simple learning pathways on a mobile device, on an as-needed basis, or while shoulder-to-shoulder with their manager or peers. Imagine that they could do so in a way that showed them what content was available now and, more importantly, what content would continue to be available to them via a quick search in their moment of need. **Imagine if you could ensure that the content and knowledge that differentiates your company from your competition were available to your employees, anywhere, anytime and on any device.** Achieving this vision is the goal of modern learning.

“Employees want to learn, and employers
need them to develop critical skills.”

Now is not the first time [learning technology has evolved](#). In his article “Learning Technology Evolves: Integrated Platforms Are Arriving,” Josh Bersin describes how LMS solutions became stale, ushering in the next generation of continuous learning and [microlearning](#). But with the plethora of technology solutions now available, it is

imperative to integrate vendors into a vertical technology stack — one that provides an end-to-end learning experience.

Here are six ways modern (and, as Bersin points out, more integrated) learning platforms can help organizations in the next evolution in learning:

1. Connect the Most Important Dots

Any L&D manager knows that it is tough to sift through the vendors in this space. According to Bersin, with 200 LMS vendors, 30 [learning experience platform \(LXP\) vendors](#) and thousands of independent vendors, companies often have over 20 different learning-related solutions. This approach is expensive and creates duplications and inefficiencies. New platforms are emerging that flawlessly connect some of the most important dots in the learning ecosystem, **like modern content authoring, simplified learning management and an intuitive mobile-friendly user experience**, in ways that can help drive business results.

2. Move at the Speed of Business

As the pace of business increases, employees — whether new to the company or new to the job — need to learn faster so they contribute sooner. They also must be empowered to learn when and how they want. A study by CEB (now Gartner) found that [57% of employees expect just-in-time learning](#). Being able to search for information, and having it be immediately applicable, is key.

With all of their learning resources in one place, employees and L&D administrators can weave together the best collection of knowledge from all available sources, providing variety and relevancy. The process of identifying and completing a lesson is easier and faster, enabling the employee to put their new knowledge or skill to work immediately.

3. Offer Solutions That Match How People Learn

Employees are trying to fit in learning when and where they can, so training must be concise and relevant. Employees also need options that match their different [learning preferences](#). For example, in 2018 research by TechSmith, more than [64% of millennials](#) said they process information more quickly when it is presented visually. And we all learn best when the content we are navigating is presented in a way that is intuitive and consistent, instead of as the output of an endless list of content creation tools.

Modern learning platforms bring learning to the learner, allowing employees to direct how they receive information in real time and in the flow of work. They also ensure that the content is on brand, consistent, interactive, engaging and always in the right hands.

“Being able to search for information, and having it be immediately applicable, is key.”

4. Engage the Multi-generational Workforce in Learning, and Match Employees' Expectations as Consumers

With more generations now in the workplace, learning solutions that don't look and feel like how we learn in our “5 to 9” off hours will not be acceptable in our 9 to 5 work hours. Employees are used to accessing information on demand by clicking on a YouTube video, searching Google or asking Alexa. They expect their work applications and user experience at the office to be similar.

Modern learning platforms offer an unheralded simplicity that reduces friction and makes learning more enjoyable — and likely to occur. A streamlined platform makes it easy for employees to identify the learning options that work best for them, increasing the likelihood that the information will be relevant and useful.

5. Improve Learning for Mobile and Distributed Workers

Although many LMS applications offer mobile learning, most vendors have not approached it from a mobile-first perspective. As a result, [deskless and mobile employees](#) suffer. Even if the LMS is functional, the mobile-unfriendly content in it likely isn't. A mobile-first integrated learning platform provides a frictionless way for deskless employees to learn wherever they are.

6. Attract, Engage and Retain Employees

With a [historically tight labor market](#), workers are looking at more than salary to make a difference in their employment choices. Gallup's report that [85% of employees are not actively engaged at work](#) emphasizes the importance of a [culture of learning](#). Self-directed opportunities to learn, both for job-specific tasks and for career growth, come together on an integrated learning platform, offering employees the paths and pacing they desire.

According to Deloitte, people [rate the opportunity to learn as a top reason for taking a job](#). That fact is not likely to change, and neither is employees' need for professional development or a company's need for employees to gain new skills as technology advances. We will always need to learn. Making sure that the process is useful is critical.

Integrated modern learning platforms will become increasingly visible in the coming years. Organizations that want to be at the forefront of the next generation of employee development should keep a close eye on this space.

“Modern learning platforms offer an unheralded simplicity that reduces friction and makes learning more enjoyable.”

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Generation C: The Age of Video Learning



Loren Sanders is a senior adviser of learning and communications on the strategy team at CVS Health. She is also an adjunct faculty member at Lake Forest Graduate School of Management, where she teaches organizational communications and strategic talent management.

When we hear the phrases “YouTube generation” and “[Generation C](#),” we automatically — and incorrectly — assume they refer to millennials. But these terms are not associated with any age band or year of birth. The C stands for connected. Generation C is a generation of people who rely on connection to technology daily.

Why should learning and development (L&D) professionals care? Because these folks are immersed in the world of technology. They consume, create and curate and are the first to leave a review on social media sites. Members of Generation C access information on social media and move seamlessly from one technology to another. They want information that is clickable and visual.

The problem is that we are used to categorizing learners as visual, auditory or kinesthetic. Generation C has other learning preferences altogether. It’s growing, and we need to pay attention. This group is easily bored, restless and might rate you on Yelp.

All jokes aside, if we don’t shift the way we teach, we will lose the engagement of this growing population.

Generation C learners like video, because it’s available everywhere and they can use it to learn anything — without you. Scour the web, and you can find a video to suit just about any learning need. Smart L&D professionals and traditional educators are looking to invest in video more, especially for just-in-time learning, because they know it works:

- In Kaltura’s 2018 survey on “The State of Video in Education,” 95% of respondents identified video as an important element of digital literacy, and 92% said that it “increases student satisfaction with their learning experience.”
- According to Forrester research, employees are 75% more likely to watch a video than to read documents, emails or web articles.
- Gartner research has found that video learning is second in popularity only to e-learning, with three out of four L&D professionals saying they use or plan to use it in their organizations.

Now that we know video is the learning modality of the future, how do we start investing in it? Here are some tips that can help, whether or not we have dollars to spend.

1. Make Curation a Habit

Anyone can be a video curator; all it takes is an interest in finding material that's related to what you want to learn or teach. A [good curator](#) is always looking for content, even when there is not a learning plan associated with it. For some, it becomes a hobby. The best video curators are already interested in the subject matter at hand and are good at finding new and different sites to browse.

2. Chunk and Catalog Continuously

Because L&D folks are lifelong learners, chances are good that you already have some ideas for where to go and what you want to find. While it's easy to pick the first video you find on YouTube that seems relevant, a better approach is to create a plan based on the objectives of your training.

Look at many different sources as you curate materials, and don't be afraid to dig and do something different. Sort your findings to create your own catalog and playlist for each topic. We also chose to work with several online universities, because they tend to design programs that are flexible and responsive to the economic realities of non-traditional students." Cooper says these educational partnerships, along with in-house training programs, will continue to thrive as companies look to upskill their workforces through technical skills training programs.

"A good curator is always looking for content, even when there is not a learning plan associated with it."

3. Don't Be Afraid to DIY

Creating video yourself is not as hard as it sounds. You can easily create short videos on a smartphone or tablet. Here are some tips:

Create a quick title slide with your organization's brand.

Interview a leader, show a process or procedure, or perform a task in a three-minute video. Be sure it includes:

- Who the person is.
- What they have to do with the video topic.
- Why they think it's important.
- How they perform the process or procedure (if applicable).

Create a closing slide with your organization's brand.

Import the opening and closing slide into your video app, and place your clip between them.

Add subtitles in the event that your video is watched on a device without sound or by [a learner who is deaf or hard of hearing](#).

4. Consider Adding Searching and Curating Video to the Learning Journey

Give learners "homework" to look for something related to the content covered during the training. Be sure that they can explain how and why it is relevant.

5. Keep It Short and Sweet

I tend to keep videos under 20 minutes long. Unless the video is highly engaging, I prefer a shorter and more direct engagement, usually three to six minutes. I also usually follow the video with an engaging activity.

6. When Time Is a Challenge, Use Vendors Who Have Out-of-the-box Solutions

There are some great vendors on the market that offer tools to create professional videos. They do require a budget, so compare the time you'll save with the money you'll spend.

Video is a great way give learners the right story and the right information at the right time. It conveys materials in an engaging way and helps learning stick. An impactful video can ensure that everyone has a [consistent learning experience](#) and give learners the opportunity to review information again and again if needed. All they have to do is press "rewind."

“An impactful video conveys materials in an engaging way and helps learning stick.”

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Relationship Innovations Within E-Learning Technology



[Kiel Welk](#) is the director of marketing for [Brainier Solutions](#), a Minneapolis-based provider of learning technology helping organizations world-wide.

The Global Skills Crisis

The burden of choice for buyers exploring the e-learning marketplace can be a hurdle in the race of organizational learning. There is a long list of solution providers doing innovative work, but one important trend shaking up the learning and development (L&D) industry is the advancements in off-the-shelf software integrations.

While providers continue to create a competitive edge by providing feature-rich platforms, the latest marketplace disruption is a different kind of technology. Using an [application programming interface \(API\)](#), providers can create a stronger connection between their software and a customer's existing human capital management (HCM) software. The future of e-learning is being quickly decided by those [SaaS](#) companies willing to do the programming work that leverages the strengths of the other software.

Innovating Relationships

While software integrations are not new, the paradigm shift from stand-alone solution to technologies that work interconnectedly is fueling an exciting trend in the marketplace. With so many employees finding efficiencies through a “digital transformation,” the next logical step is for organizations to follow suit.

This model has reshaped the business plans of SaaS companies across industries. Providers that are not considering how their solution exists in the technology universe are in danger of being pigeonholed or, worse, overlooked.

Ease of Use

These efforts are aimed at contributing to a better [user experience](#). Cooperation allows access to “single source of truth” data, which reduces errors that result from a labor-intensive data migration process. No machine or computer process is flawless, but the fewer times a human must manually enter a record, the lower the risk of typographical errors, data corruption or the dreaded carpal tunnel syndrome. A well-constructed API data pull and/or push between systems saves time and reduces the tedium of manual data migration.

Adding the functionality of single-sign-on (SSO) to swiftly and easily navigate between systems is another step to eliminating barriers. SSO often allows for a seamless look and function, generating higher engagement with both systems. Another consideration is the role SSO plays in tightening the [security of the organization's data](#), and from a support perspective, minimizing “forgot password” emails reduces the likelihood of a potentially costly security breach.

“Providers that are not considering how their solution exists in the technology universe are in danger of being pigeonholed.”

Cost Versus Value

The SaaS company's dilemma is vision: How far is too far? Some leaders want only to solve immediate problems, while others wax philosophical about the limitless solutions their platform can provide. A custom integration may serve the client the best, but it often comes with a higher cost of both time and money. The human capital required is especially problematic, as many organizations either can't divert the hours or simply don't have the IT staff to facilitate a bespoke integration.

The off-the-shelf integration model, using relevant API data, strikes that balance between keeping costs low and value high. Some API integrations are so effective that they require no coding whatsoever from the client's side. This approach has brought more small to mid-sized businesses into the marketplace where once, only enterprise-level organizations could tread.

Choosing the “Best-in-breed”

Businesses in growth mode usually look for solutions that can scale with them. When the organization expands, they want to know that their integration won't restrict their growth. The net effect of rapid API integration (versus a custom integration) is that it levels the playing field. The user now has the power to choose a best-in-breed solution every time without fear of a lengthy and expensive set-up period.

Function Is Everything

The competitiveness in the e-learning marketplace to create the greatest functionality increases the value of solutions while keeping costs at an approachable

level. The task of creating that competitive edge falls on the solution providers. As sales training expert and bestselling author Don Hutson writes in “Selling Value: Key Principles of Value-Based Selling,” “If [companies] don’t know how to establish and build value, [they’ll] be faced too often with the alternative of cutting price.” E-learning solutions that won’t or can’t adapt to meet learners’ needs are at risk of being absorbed by competition, becoming irrelevant or being priced out entirely.

The real value lies in developing an “all-in-one-place” feature that interacts with multiple databases and internal systems. This holistic approach can produce faster and more accurate reporting and meaningful analytics for organizational leaders. Going a step further, organizations can import experience API (xAPI) data to track the learning that occurs in the flow of work.

The Future Lies in Cooperation

The future of e-learning will be won by providers working within clients’ established software ecosystem. By using powerful APIs, successful e-learning solution providers will leverage access to crucial user data, prove the value of their platform and maximize the value of their organizational learning.

“The future of e-learning will be won by providers working within clients’ established software ecosystem.”

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ADDITIONAL RESOURCES

More Insight on Learning Technologies

There are plenty of resources at [TrainingIndustry.com](https://www.trainingindustry.com) to help you effectively manage learning technologies at your organization:

What Learners Want: Strategies for Training Delivery

This research report highlights the training delivery strategies that learners most prefer. Understanding how learners react to training delivery strategies is critical for improved engagement and effectiveness.

The Business of Learning: Managing the Learning Tech Stack

In this episode of the Training Industry podcast, Jayson Maxwell, CPTM, corporate director of learning and development at Six Flags, shares tips for managing multiple learning technologies, and Ken Taylor, president of Training Industry, Inc., shares his predictions for learning technology in 2020.

Managing Learning Technologies Certificate

Training Industry's Managing Learning Technologies Certificate offers insight on how to select, manage and evaluate learning technologies to optimize their impact and use.