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RICHARDSON
THE POWER TO SELL

How to Launch a Digital Learning Platform: A Case Study

Today's Presenters

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RICHARDSON
THE POWER TO SELL

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BenchPrep enables education
and training companies increase revenue by enabling
them to deliver world's best online & mobile learning
programs.

From **"Content Delivery"** to **"Scalable Learning Experience"**

CHANGE

"It is not the strongest or the most intelligent that will survive but those who can **best manage change**."

- Charles Darwin

But why just survive?
Lead the change!

So what has **changed?**

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What has changed?

Consumers.

Look at yourself and everyone around you; always connected, aware of the environment and mostly online. We don't want to lug a book around to learn something.

Companies.

Meet Amazon, eBay, Alibaba and Uber, AirBnB; digitally native and data driven.

Industries.

Moving from traditional ... solution provider; bundling traditional products with add on training services using digital

Lifelong learning has become an economic imperative

$26K

Average annual increase in earnings from a non-degree professional certification

Source: Bureau of Labor Statistics

15

Average number of (expected) jobs held by millennials in their careers

Source: Bureau of Labor Statistics

#1

Millennials indicate training & development as #1 job benefit ahead of flexible work hours, cash bonuses

Source: KPCB

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The modern learner is very different

Number of times online every day

early days of the internet **5** | today **27**

DISTRACTED...

Most learners won't watch videos longer than **4 minutes**

People unlock thier smartphones up to **9 times every hour**

IMPATIENT...

Online, designers now have between

5 and **10 seconds** to grab someone's attention before they click away

5 minutes — Workers now get interrupted as frequently as every minutes — Ironically, often by work applications and collaboration tools

OVERWHELMED...

41 % of time workers spend on things that offer little personal Satisfaction and do not Help them get work done.

Knowledge workers are constantly distracted with millions of websites, apps, and video clips

2/3 of knowledge workers actually complain that they don't have time to do their jobs

1% of a typical workweek

Is all that employees have to focus on training and development

24 minutes a week

UNTETHERED

Today's employees find themselves working from several locations and structuring their work in nontraditional ways to accommodate their lifestyles. Companies are finding it difficult to reach these people consistently and even harder to develop them efficiently.

37% of the global workforce is expected to be "mobile" by the end of 2015

30% of full-time employees Do most of their work somewhere other than the employer's location

20% of workforce comprised of temps, contractors, and freelancers

ON-DEMAND

Employees are accessing information—and learning—differently than they did just a few years ago. Most are looking for answers outside of traditional training and development channels. For example:

To learn what they need for their jobs, employees access:
search engines **online courses** **50-60%** **70%**
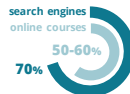
People are increasingly turning to their smartphones to find just-in-time answers to unexpected problems

COLLABORATIVE

Learners are also developing and accessing personal and professional networks to obtain information about their industries and professions.

~80% of workforce learning happens via on-the-job interactions with peers, teammates, and managers

Learners are:
asking other people
sharing what they know

At Google, **55%** of training courses are delivered by an ecosystem of **2,000+ peer learners**

EMPOWERED

Rapid change in business and organizations means everyone needs to constantly be learning. More and more people are looking for options on their own because they aren't getting what they need from their employers.

2½ to 5 Half-life (in years) of many professional skills

38% of workers who say they have opportunities for learning and growth at their workplace
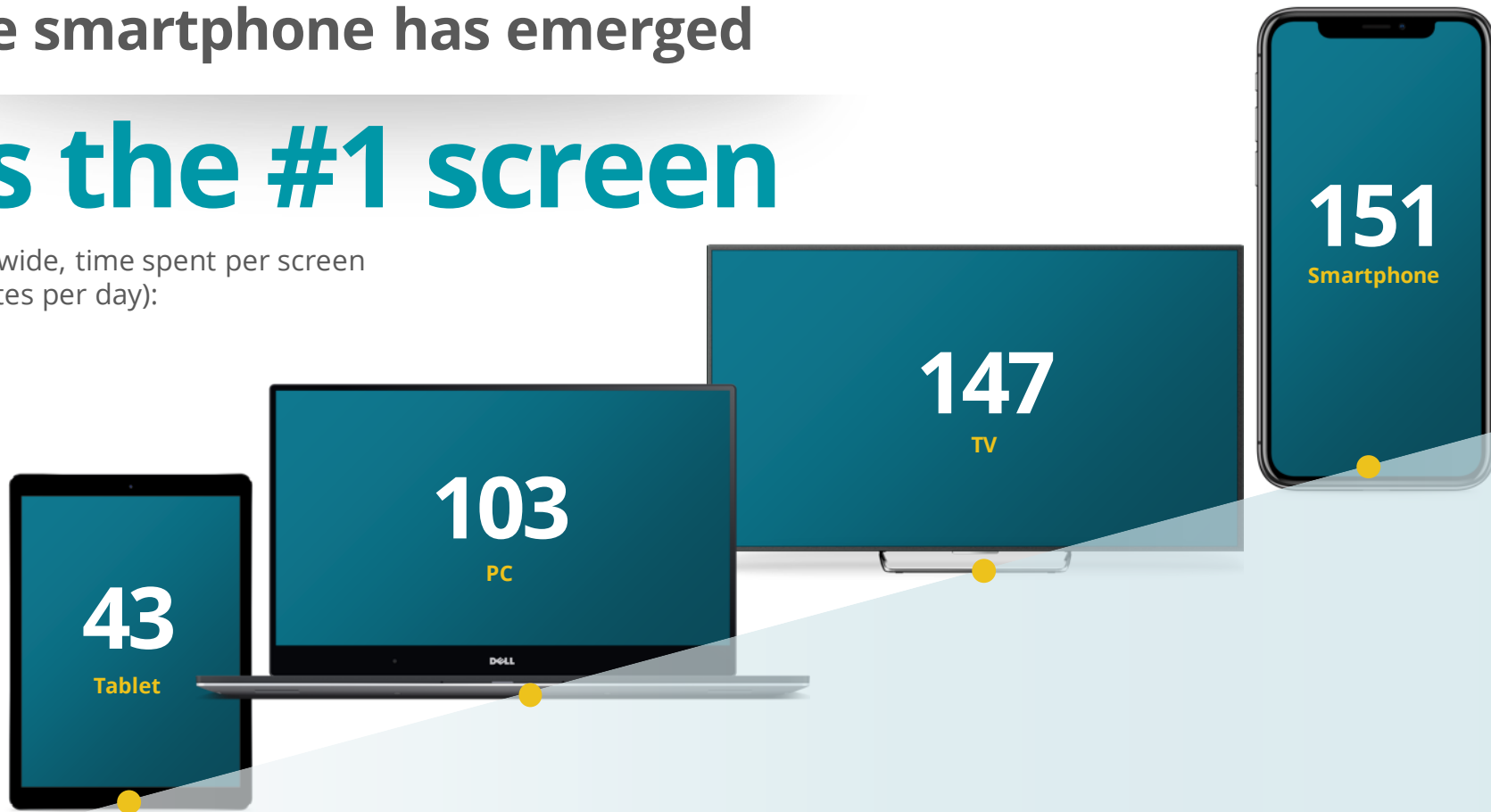
62% of IT professionals who report having paid for training out of their own pockets
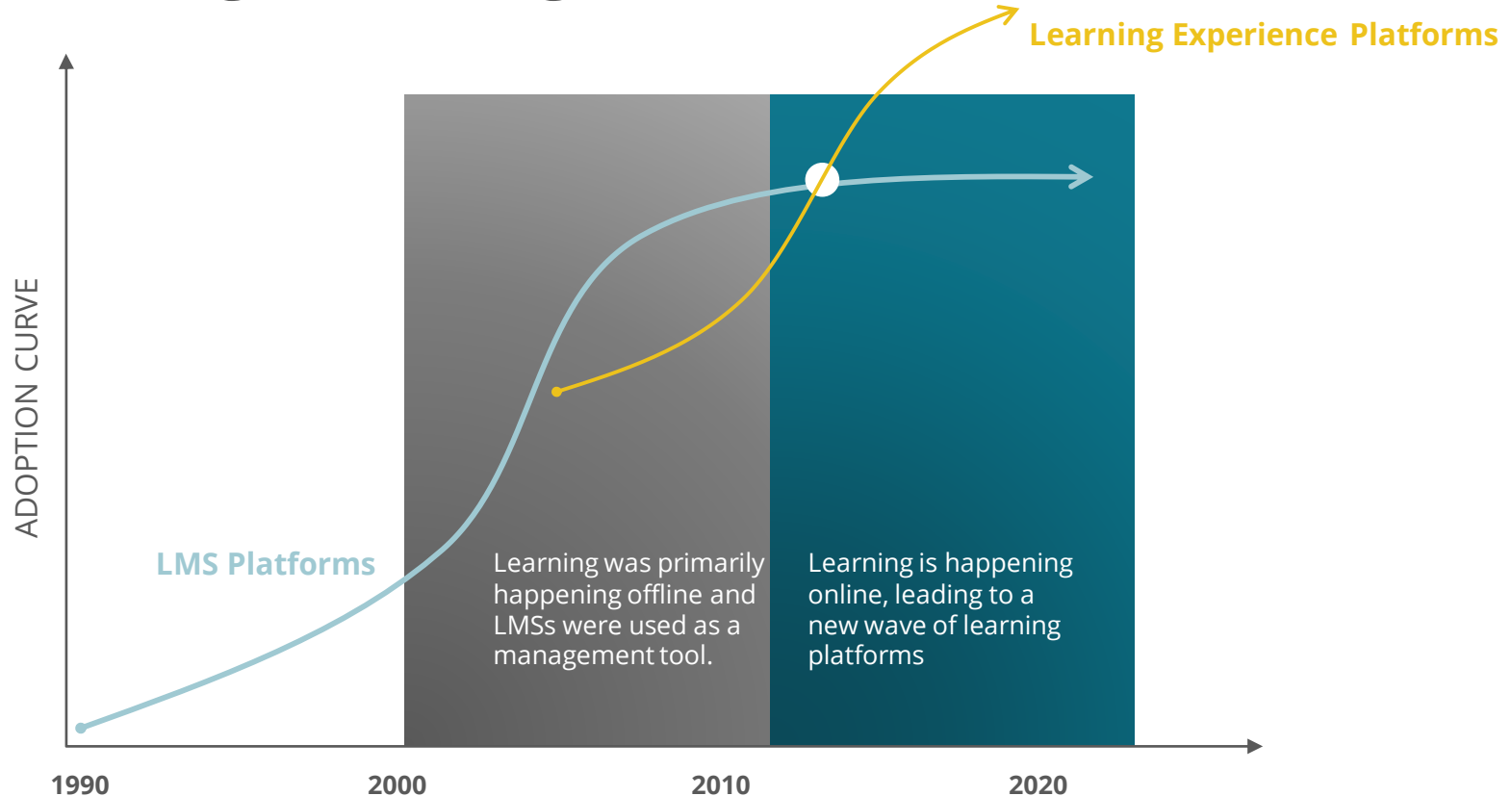
Source: *Meet the Modern Learner: Engaging the Overwhelmed, Distracted, and Impatient Employee, Bersin by Deloitte, Deloitte Consulting LLP*
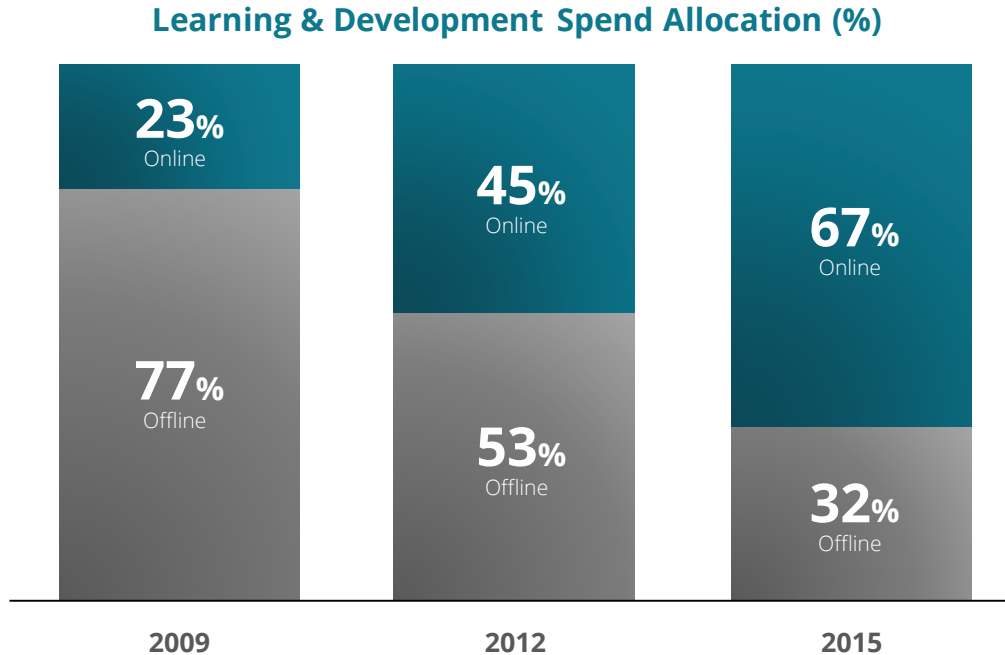
The smartphone has emerged

as the #1 screen

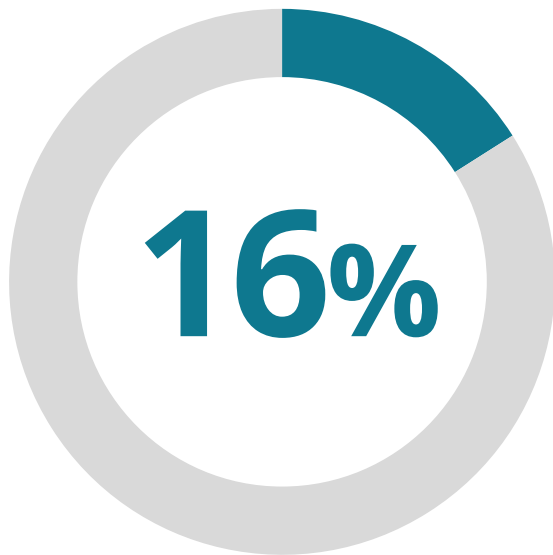Worldwide, time spent per screen
(minutes per day):

151
Smartphone

147
TV

103
PC

43
Tablet

Source: Millward Brown, 2014   11

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Online learning has changed

Learning Experience Platforms

ADOPTION CURVE

LMS Platforms

Learning was primarily happening offline and LMSs were used as a management tool.

Learning is happening online, leading to a new wave of learning platforms

1990   2000   2010   2020

Share of spend on digital learning has changed

Learning & Development Spend Allocation (%)

2009
- 23% Online
- 77% Offline

2012
- 45% Online
- 53% Offline

2015
- 67% Online
- 32% Offline

13

Learning organizations are changing

16%

90%

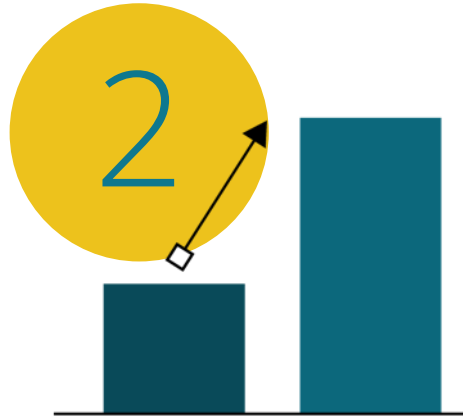Today only **16% of L&D spending** is allocated to instructor delivery, vs. 21% in 2011 and 33% in 2006
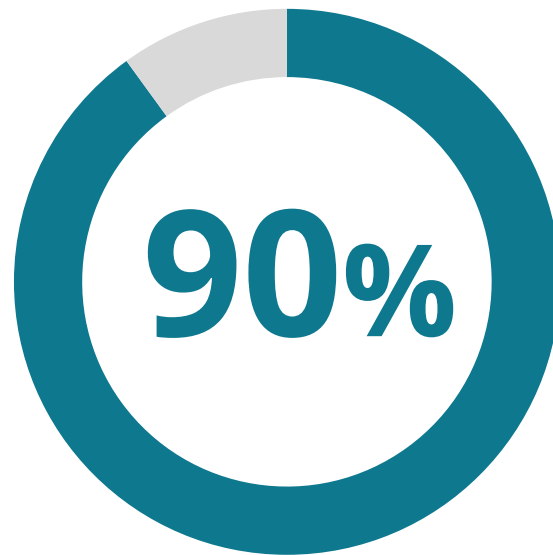
90% of organizations surveyed by MIT and Deloitte anticipate their industries will be totally disrupted by digital trends. (Deloitte)

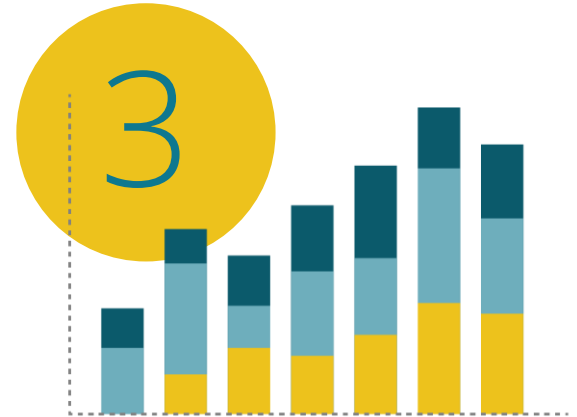# Today, training companies have three key aims

1

Help learners succeed

with a pedagogically robust learning product

2

Increase high margin revenue

with value added, industry leading learning program
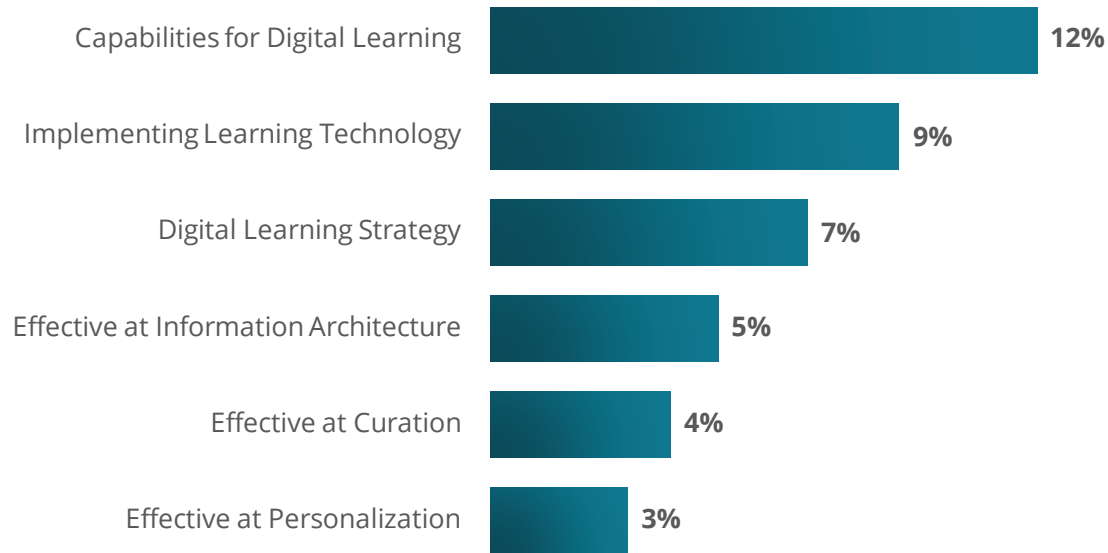
3

Improve participation rates

with a personalized, action-oriented learner journey

It has been difficult for learning companies to adapt

What % of Companies are Very Effective At:

Capabilities for Digital Learning — **12%**

Implementing Learning Technology — **9%**

Digital Learning Strategy — **7%**

Effective at Information Architecture — **5%**

Effective at Curation — **4%**

Effective at Personalization — **3%**

Source: 2017 Bersin by Deloitte High-Impact Learning Organization,
n=1,200, >1,000 employees

BenchPrep has powered the digital transformation of leading education & training companies

1:

Top Down Learner Centric Vision

It is a **mindset change** to fully align your digital learning strategy around the learner

Have a strong sponsor that owns the **learner lens**

Align individual departmental priorities & build a swat team

Meaningful transformation requires a **clear vision** of the ideal learner experience

2:

Digital is a must for today's learners:
Embrace omnichannel

Give learners freedom to study how they want, when they want, where they want

"In the moment"
Plan for extreme levels of personalization and customer engagement

Enable **self service** with adaptive, blended or structured learning pathways

Enable **bundling** of your traditional products with online programs ... within a single transaction

3:

Let Data
Be Your Guide!

Steer **continuous product improvement** through both aggregate and individual learner data

Start with your **hypothesis** and validate the direction with data

Break data out of **silos** to power innovation

Understand your learners and prioritize what they care about

4:

Focus on End-to-End Transformation

Transforming your digital learning strategy is not a program or set of projects

Harmonize business processes to ensure transformation runs deep and enterprise wide

Redefine how you do business front to back … and back to front

Leverage your existing assets: tangible and intangibles

5:

Use Best Practices from Adjacent Industries

Business Model Innovation

Encourage **recurring revenue** relationships

Subscription based digital learning products alongside in-person training

Offered learning + assessment bundles for CE programs

Opened corporate market by providing unbundled digital learning modules

Case
Study

ABOUT RICHARDSON:
40 YEARS OF SALES EXCELLENCE

- Singular focus on **DRIVING SALES PERFORMANCE**

- **THOUGHT LEADERSHIP** based on industry research, neuroscience and interviews with **7000 sales executives** and **top performers** annually.

- Deep understanding of how to **DRIVE CHANGE** in adult **BEHAVIOR**

- Responding to changes in the **BUSINESS** and **LEARNER** landscape

- Looked for a **PARTNER** who could help us get to market with a **MODERN** offering, **QUICKLY**

SellingPower
Top 20 Sales Training Companies
2018

2018 **TOP 20 COMPANY**
SALES TRAINING
TRAINING INDUSTRY

2018 **TOP 20 COMPANY**
LEADERSHIP TRAINING
TRAINING INDUSTRY

Smartchoice®
Brandon Hall Group

NEED TO INNOVATE

CONTENT

New thinking about what kinds of courses, and how they build on one another

DELIVERY

Opportunity to innovate how we deliver content to users in a rigorous way at scale

OUR BENCHMARK

Learners don't compare their training experience to other training experiences. They compare it to all other formal and informal learning experiences that they've had – in person or online.

Our benchmark can't be other training programs, it's now youtube, google, moocs, etc.

RICHARDSON'S LEARNING ARCHITECTURE
DIGITALLY ENABLED BLENDED LEARNING

ASSESS, LEARN, & APPLY	PRACTICE & REFINE	MASTER & SUSTAIN IMPROVEMENT

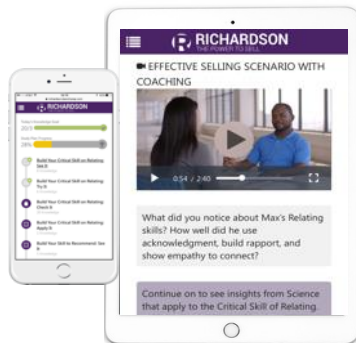BASELINE SKILLS ASSESSMENT

KNOWLEDGE ACQUISITION VIDEO MODULES

SCENARIO-BASED SKILL APPLICATION

CUSTOMIZED FACILITATED WORKSHOP

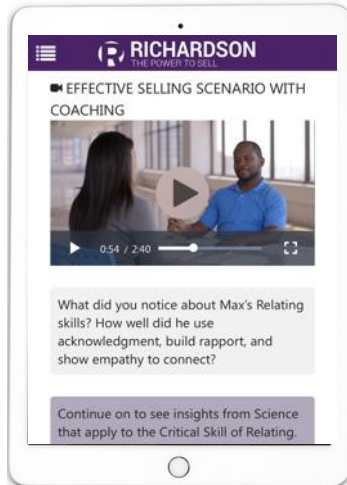GAMIFIED MICRO-LEARNING

ON-DEMAND PERFORMANCE SUPPORT MODULES
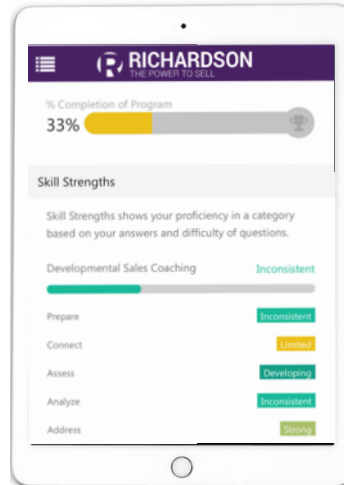
ANALYTICS AND COACHING INSIGHTS

RESULTS

Modern
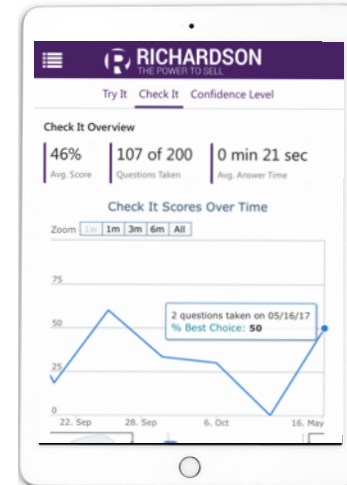
UI DIFFERENTIATES IN CROWDED SPACE

Flexible

PARTNERSHIP & FEATURES TO GET TO MARKET QUICKLY

Successful

DRIVING CUSTOMER RETENTION & ACQUISITION

So ..... **what do I do now?**

1 Document & agree upon the key macro changes happening in your industry

2 Audit your existing learning portfolio to stress test against the changes

3 Identify critical gaps and points of failure (short term and long term)

4 Study digital transformations of peers and organizations from adjacent industries

5 Assign an executive sponsor that owns the learner lens to lead the mindset shift

6 **ACT TODAY**

Q&A

See you at ATD International in 2 weeks!

May 19-22

Booth #142

Booth #1429