

2020

# The modern learning experience:

Is your LMS holding you back?



# Table of contents

<b>The modern learning experience</b>	<b>3</b>
<b>Case in point</b>	<b>14</b>
<b>Authors and contributors</b>	<b>17</b>
<b>About Docebo</b>	<b>18</b>
<b>About Brandon Hall Group</b>	<b>19</b>

# The modern learning experience

As organizations develop their learning strategies for the future, many find that the technology they currently have won't let them execute. In fact, according to Brandon Hall Group's 2020 Learning Technology Study, 42% of companies actively seek to replace their current LMS. And while there are many drivers behind this change, they are all in search of the same thing — an engaging learner experience that drives results.

Experience goes beyond a product. It's everything built around that product that creates lasting impressions, shareable moments and lifetime reminders.

Experience is also the emotional flow. When we live a good experience, we are happy and likely to repeat the experience, because we remember it as something very positive.

This doesn't mean companies should stop concentrating on high-quality products. Rather, they should start paying more attention to combining high-quality products with equally high-quality experiences.

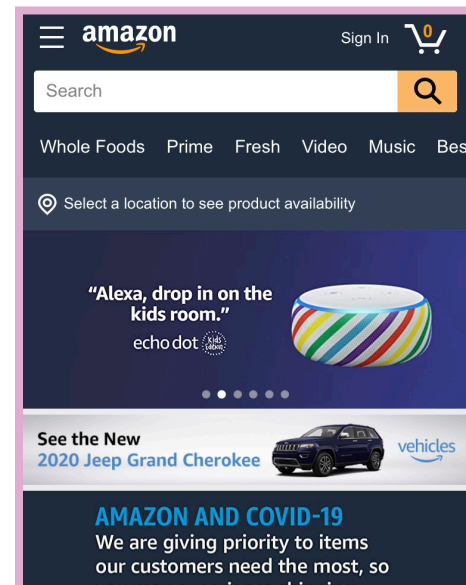
Retailers know how to tap into profiles and buying habits to deliver custom, personalized experiences.

Take the retail experience as an example: The old retail experience was completely in-person; consumers had so many options and it took much more time to find the right product. It could be overwhelming. You might spend hours at the mall for the mere possibility of finding what you were looking for.

Today, you can access the retail environment anywhere, any time. The experience is tailored to your needs, with product suggestions and recommendations. It's consistent and easy. Technology is being used in ways we never imagined. For example, with the IKEA mobile app, you can see what a piece of furniture looks like in your home then order it immediately.

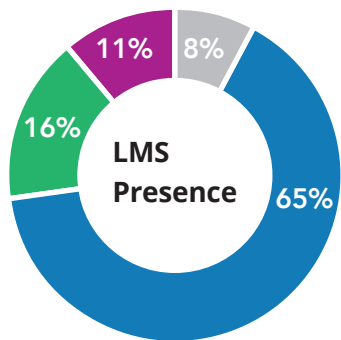
The retail experience is all about creating a custom, personalized experience for consumers.

The retail experience has changed

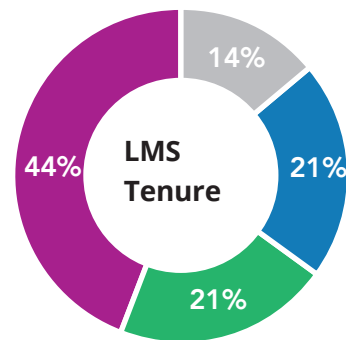


# But what does this have to do with learning?

Amazon and Ikea still deliver the same outcome of purchasing something but improved the experience, which keeps people coming back. Learning products used to be designed purely to be consumed. That approach just won't work today. People want on-the-job, in-the-flow-of-work learning experiences. Why? It will make them better in their role, keep them engaged and help them develop. Value is added to the idea, rather than just learning for the sake of learning. Yet, in many cases, companies simply lack the technology to support these types of experiences. About 92% of organizations use an LMS and most of those have been in place for more than two years. Only recently have other, more modern technologies been added into the mix.



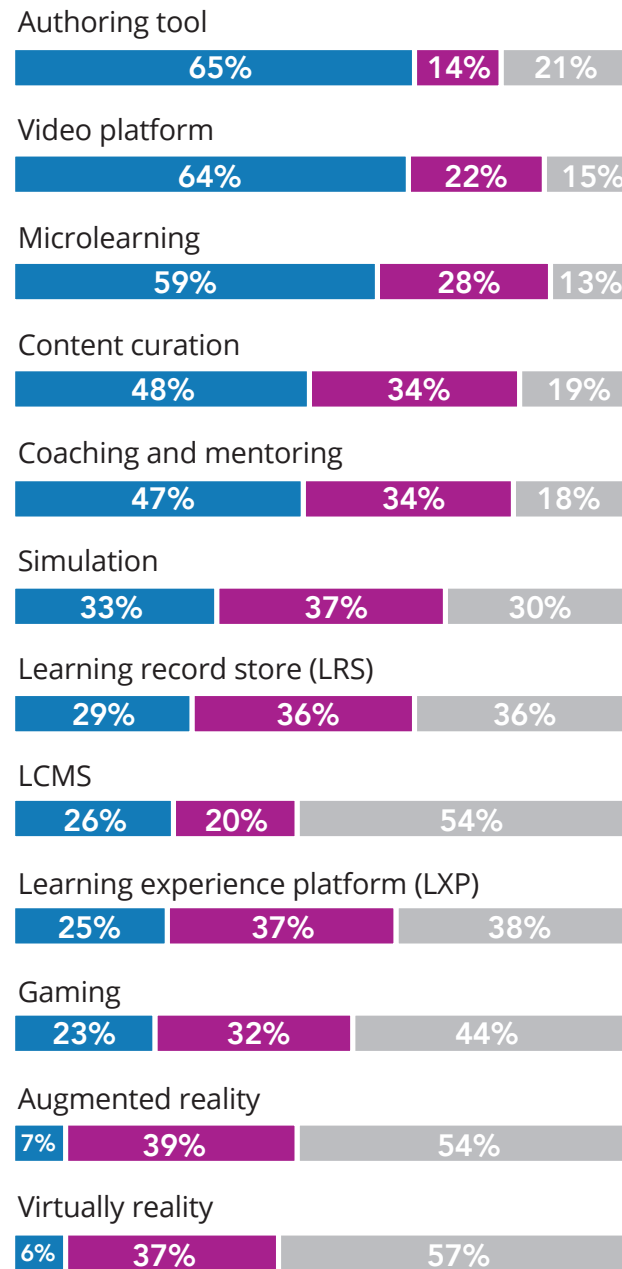
- None
- One
- Two
- Three+



- <1 year
- 1 to 2 years
- 3 to 4 years
- More than 4 years

## Learning technology landscape

- Currently have
- Plan to add
- No plans



# The LMS of the past was used mainly for compliance training and mandatory courses

Learners take the courses because they have to. They feel forced and do not enjoy the experience. They feel like the training isn't always relevant to them nor designed for their personal/professional development.

The experience isn't very intuitive or what learners are used to. They aren't likely to spend time exploring and will just do what they have to do and get out.

Other, job-specific training is typically done in person and fairly informally with subject-matter experts. It's not tracked, isn't consistent nor replicable. That knowledge is often lost when SMEs leave the organization.

Making things worse, there typically isn't one central repository for people to look for materials or documentation. Training is in the LMS, documentation is in a shared drive and people must ask SMEs for answers — and a personalized training experience. SMEs find themselves answering the same questions dozens of times.



Mainly for compliance + mandatory courses



Other training is done in-person



Clunky experience



Doesn't support development



Training feels forced and not enjoyable



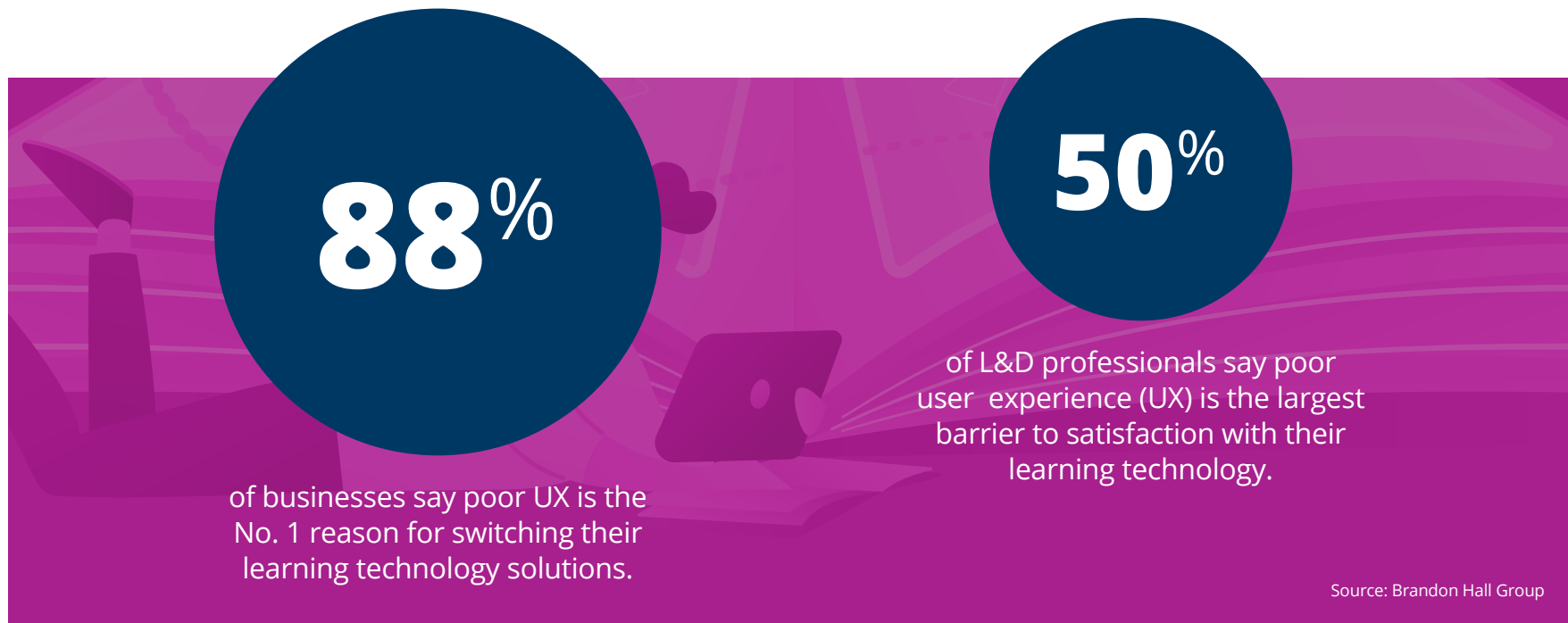
Things get lost

Source: Docebo

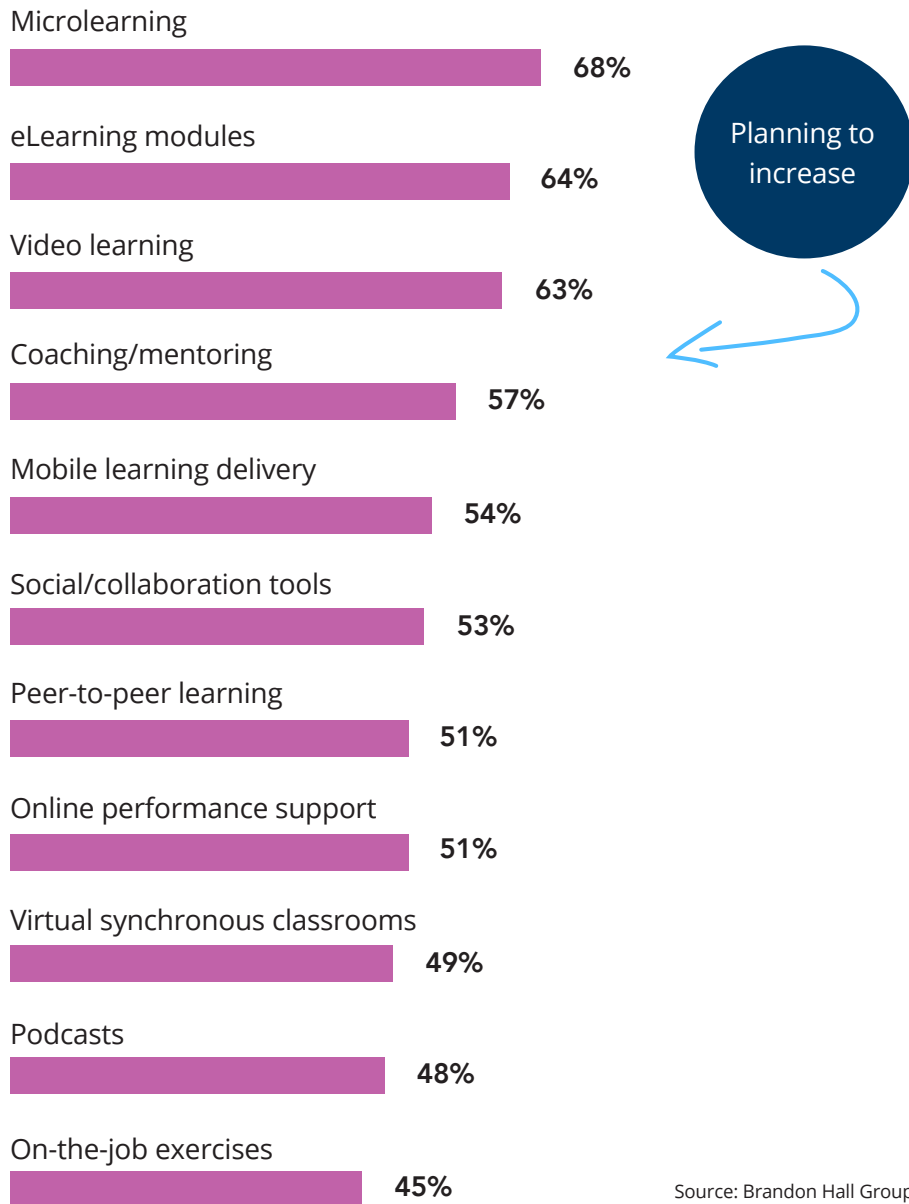
The challenges that people in Learning & Development face are clear. Platforms are clunky and time-consuming for administrators and learners. Learners lose interest and engagement suffers.

The learning platform must be modern and easy to use so admins can focus on other activities and learners can navigate easily through personalized and relevant content.

The good news is that we see an increase in the types of learning that lead to these experiences. Organizations plan to use more tools outside the traditional, formal learning environment they have relied on in the past.



# Where are we headed?



Source: Brandon Hall Group

Organizations must begin to adapt their learning environments to match the experiences people have in other aspects of their lives. It is not just the retail experience; it is about information and knowledge. If someone doesn't know the answer to a question or how to do a task, the solution should be seconds away on their smartphone. An organization cannot expect its employees to wait weeks for a scheduled class to deliver them the knowledge they need right now to do their job.

## The modern employee:

- Wants to find answers quickly
- Expects on-demand, personalized experiences
- Wants a single source of truth
- Prefers self-paced learning — what they want, when they need it
- Needs it all to be digestible — informal, social, mobile

LMS administrators are faced with a host of challenges when it comes to providing this. It can be a lack of the technical knowledge required to set up some complicated platforms. Perhaps the LMS is extremely difficult to maintain or it wasn't designed to do what they want it to do, so they are constantly having to come up with labor-intensive workarounds or solutions to problems.

# What's holding admins back from delivering that?



Systems are built for top-down, formal training



Current LMS is hard to maintain



Lack of efficiency & accuracy



Little to no voluntary courses are taken



Learners feel the experience is terrible - no buy-in

In many cases, the Learning Management System (LMS) was built to support top-down formal learning without accommodating social or experiential learning. Therefore, the entire experience depends on the admins for platform build, content creation, content recommendation /assignment, manual reporting — the list goes on.

In the end, admins are often left without tangible results or metrics to present a business case for their training programs. Even if they can pull metrics, they just aren't seeing sufficient buy-in or engagement from their learners. Admins spend their time, effort and resources creating additional content and people just aren't taking the courses.





# There are some basic, foundational hallmarks to the modern learning experience

## Provides answers

First and foremost, it should help learners get the information they need when they need it. It is a single and easily accessible destination for critical information.

## Easy to navigate

Learners know how to navigate YouTube, Google, Netflix, etc., so it's important for learning technology to mimic that standard and minimize friction. If an LMS is cumbersome, unwieldy or otherwise challenging for its end users, then it shouldn't be used.

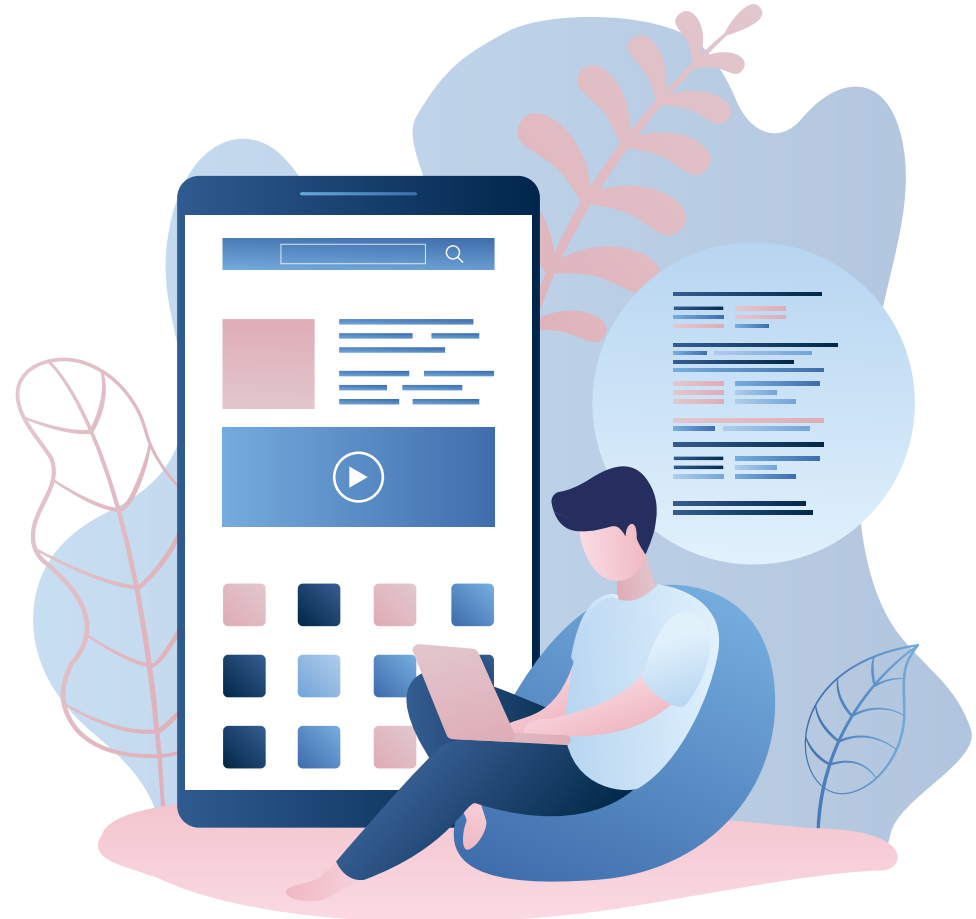
## Minimal-to-no training involved

Once they log into the system, they should naturally see where their eyes and cursors go to fulfill their immediate training objectives. If someone logs into an LMS and must ask questions right off the bat, then we have problems.

## It's fun to use

Beyond being easy to use, an LMS ought to be fun. A system that is appealing and engaging for users will enable them to learn better and faster, and let L&D professionals rest easier knowing their learners are gaining knowledge at a good pace.

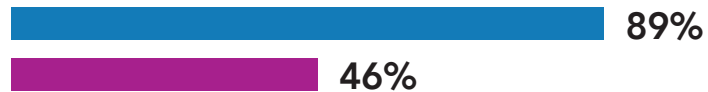
Companies providing these kinds of relevant, engaging experiences are more likely to report positive outcomes such as time-to-productivity, voluntary turnover and individual performance.



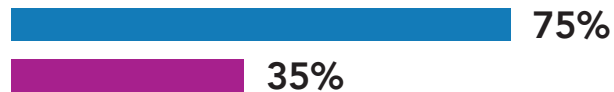
# Deployment

● Low impact   ● High impact

The goals and outcomes expected from the program



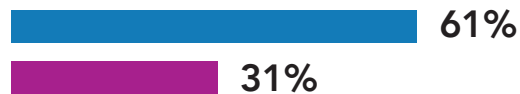
An introduction to how the program will be delivered



The ability to search, explore and discover learning opportunities



Personalized learning plan that allows them to track their own progress



Learning recommendations based on learner information

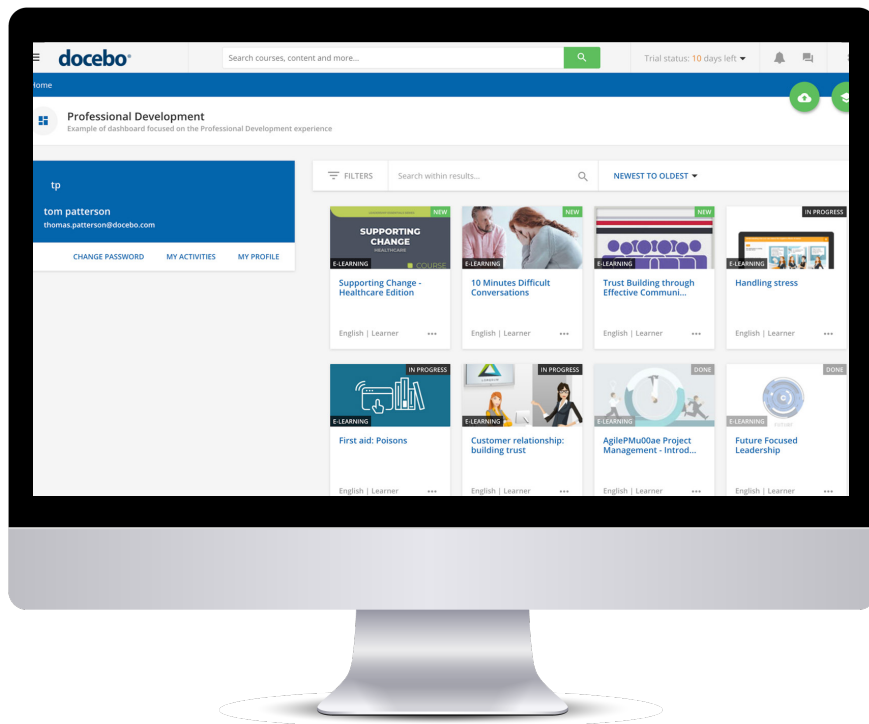


Source: Brandon Hall Group Learner Experience Study 2019

To ensure the experience is truly contextual for learners, high-Impact companies provide recommendations to them based on things such as their role, career path and learning they previously interacted with. They also provide learners with a link between the learning they are offered and their personal objectives.

Too often, companies believe the learning's "what's-in-it-for-me" factor is implicitly understood, but employees who recognize the connections between themselves, learning, and the business are more engaged and poised for success.

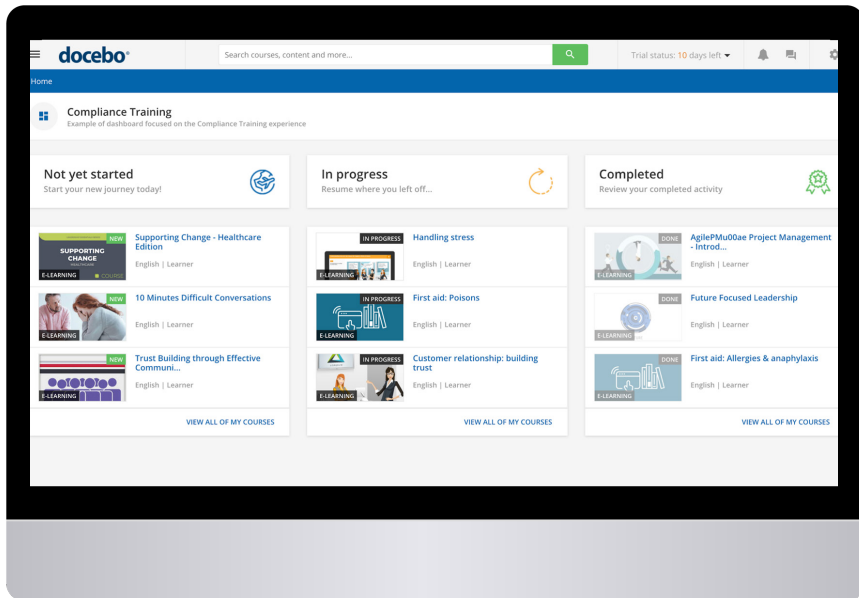
**Here are some examples of learning environments tailored to specific audiences:**



Source: Docebo

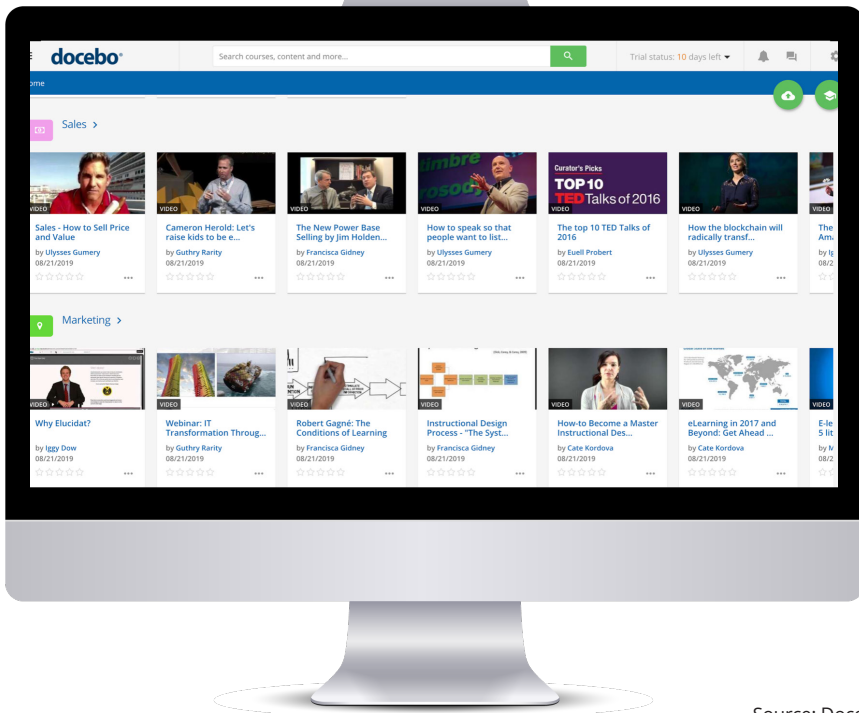
## Standard view

This could be for employee onboarding. The employee logs in and sees their courses front and center. In the top left-hand corner is their profile page. It's clean, simple and hard to get lost or confused.



## Compliance focused

If their role is compliance-based and they must only take training every couple of months, you can simplify that page and the experience further. In this view, they only see the courses that are not yet started and those in progress and completed.



## Social-learning environment

For organizations that emphasize formal learning less and social learning more, the dashboard would be different. End users are served channels of content that are relevant to them based on who they are and could upload their own content to these channels.

Source: Docebo

# There are other key technology elements that can help ensure a strong learner experience.

## Empower your best employees to share their expertise

Unlock your learners' expertise, encourage them to share their insights, validate it with peer review, and share it across teams.

Learning technology that leverages artificial intelligence helps take the experience to the next level. For administrators, it helps with curation, content categorization and enrollment suggestions. For the learners, it means better search functionality, personalized content recommendations and the possibility of virtual coaches.

## A single place to ask questions

Give learners a single place to ask questions of your organization's experts and receive answers. House and publish these conversations for all.

## Make critical knowledge easily accessible

Content can be found quickly, when it's needed, with enhanced search.

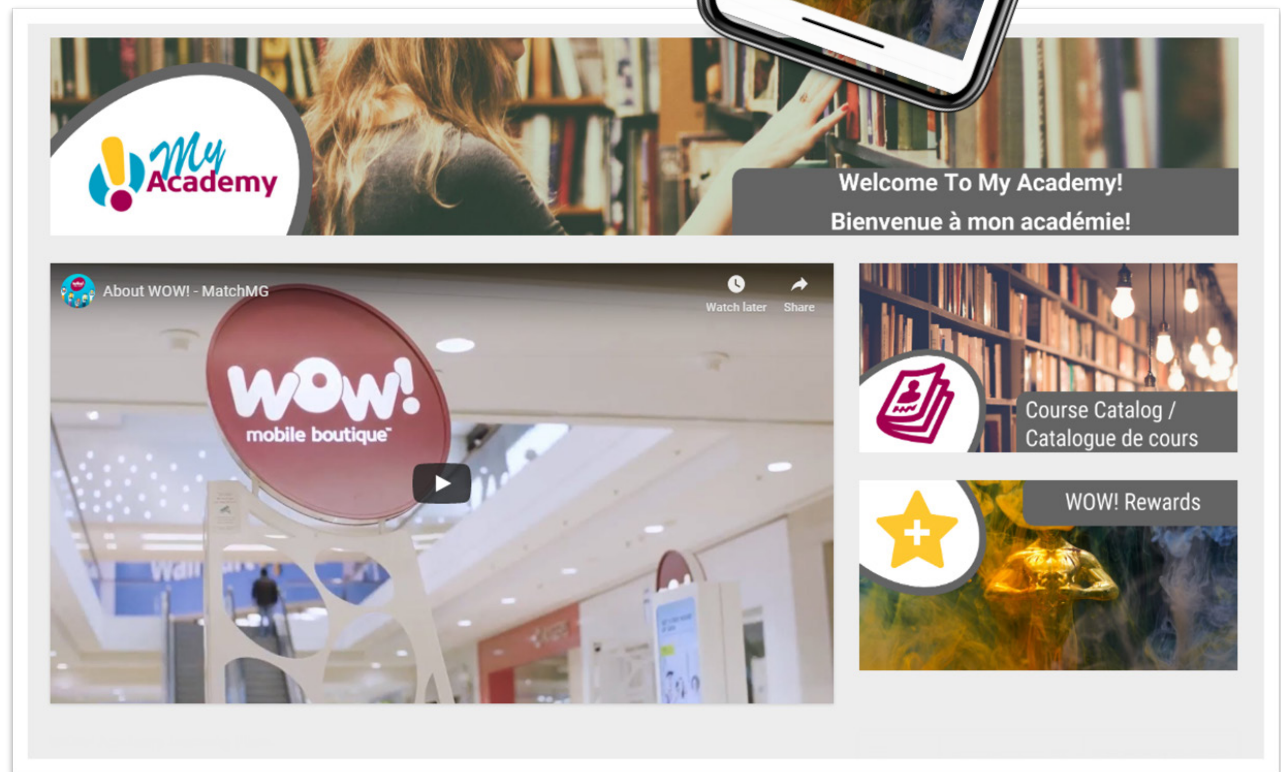
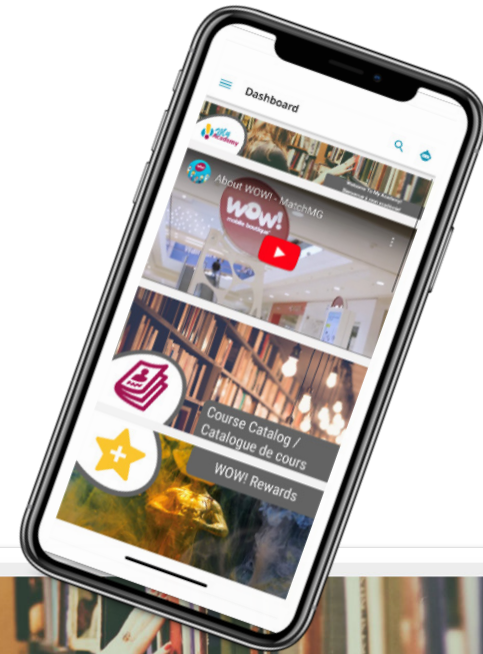


# Case in point

**WOW! Mobile Boutique** is a leading Canadian multicarrier wireless retailer that operates out of kiosks in shopping malls. It has a workforce of 600-plus part-time and full-time sales associates, assistant store managers, and managers. Effective onboarding and ongoing employee development opportunities are two major requirements for WOW! Mobile to build an engaged workforce, but the experience must be straightforward and simple to use.

## Some familiar challenges:

- High turnover; typical for retail
- Search functionality was cumbersome
- Learning paths were not intuitive
- Reporting was extremely difficult
- Not a typical office Environment
- Need for mobile
- Access from employees was sporadic

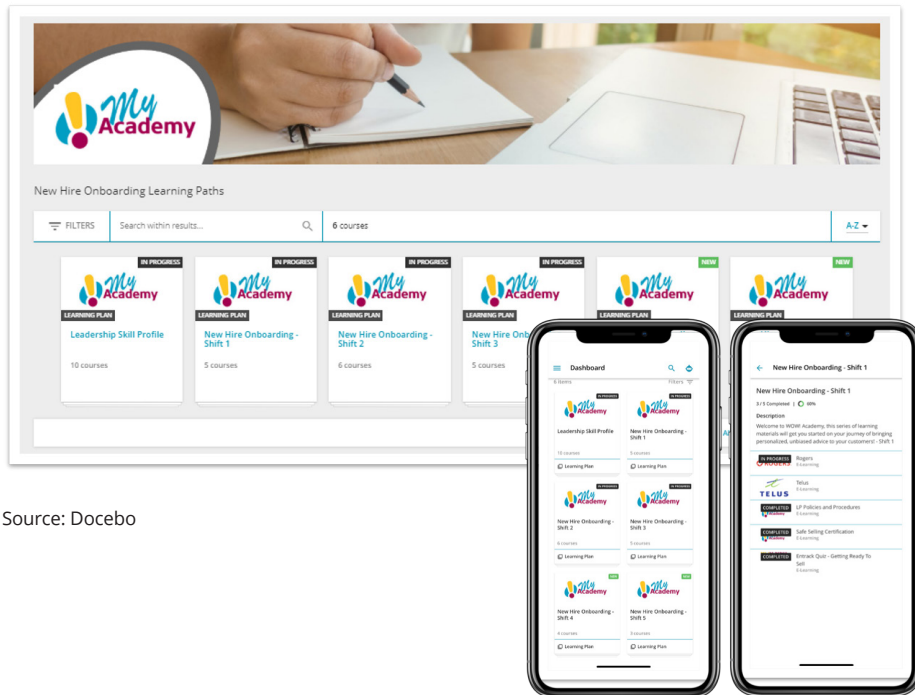


Source: Docebo



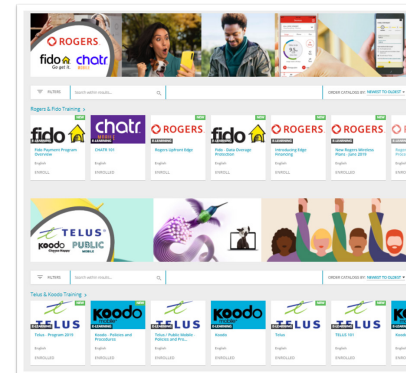
To meet these challenges, WOW! Mobile Boutique rolled out a Docebo-powered environment to train their frontline personnel and management to ensure they are up to date on industry offers, products, and soft-skill development.

Using Learning Plans, new employees can be assigned a specific set of courses and go through in a set order to get up to speed efficiently. As a result, the company has seen voluntary turnover in the first 30 days decrease by 90%, a 40% reduction in operational errors and 100% of the new hires surveyed said they felt supported throughout the onboarding process.



Source: Docebo

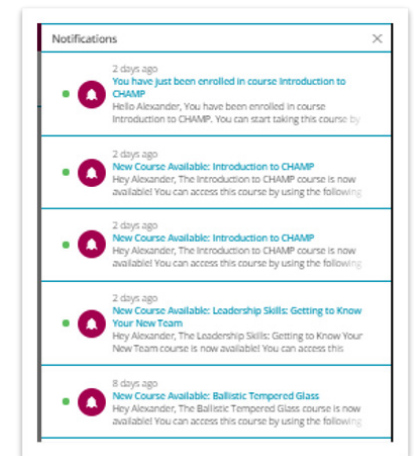
Because the company sells products and services from multiple carriers, they created customized catalogs to visually represent each one, making them easy to find and identify for learners. The advanced AI search functionality ensures users can find what they seek. And because most carrier content is mandatory, WOW! used notifications to inform learners of new courses. This resulted in a 300% increase in participation over a traditional newsletter.



## Customized catalogs

Carrier-specific training catalogs to visually represent each carrier.

The advanced AI search functionality ensures that users can find content easily.



## Notifications

Most carrier content is mandatory.

There was a 300% uptake in participation when using notifications to inform learners of new courses over the traditional newsletter.

Source: Docebo

# The solution focused directly on the company's needs:

## First impressions matter

"When a WOW! learner logs into the portal, it's important for them to feel at home. Learners are welcomed with a branded landing page and a brief video that sets the tone of who we are and why we exist."

## Easy to navigate

"Imagery guiding our learners to things they can easily find. Links to our course catalog and WOW! Rewards portal takes the guesswork away for the reps. Access to our WOW! Rewards page directly on our portal has been a great addition for our people to cash in!"

## Engaging mobile experience

With a typically younger workforce, it is focused on not just making it all available on mobile but optimizing the mobile experience.

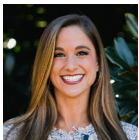




# Authors and Contributors



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**Henderson Valentine** is a Customer Success Manager at Docebo, an AI-powered learning platform with a learner-centric model used to train, engage and retain enterprise employees, customers and partners worldwide. She has been a CSM at Docebo for over a year and has thoroughly enjoyed building relationships and partnering with her customers to ensure they are achieving success with their learning platforms. Henderson has a background in the Medical Device and Advertising industries and enjoys traveling, dancing and playing with her dog Tuck in her spare time.



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**Richard Pachter** ([richard.pachter@brandonhall.com](mailto:richard.pachter@brandonhall.com)) edited this report. He is the Content Manager at Brandon Hall Group, responsible for editing research assets and other content. He has experience as a journalist, copywriter, editor and marketer, and served as the Miami Herald's internationally syndicated business books columnist for more than a decade.

# About Docebo

## MAKE LEARNING YOUR COMPETITIVE ADVANTAGE

Trusted by more than 1,900 companies, the Docebo Learning Platform brings together the enterprise LMS you need, the experience your learners want, and the power of Artificial Intelligence to make learning your competitive advantage.

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For more information, visit: [docebo.com](https://docebo.com)

# About Brandon Hall Group

Brandon Hall Group is an 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 more than 25 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.

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## 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
- Expense Management
- Benefits & Compensation
- Contingent Workforce Management
- Compliance
- Time & Labor Management

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