

RESEARCH SUMMARY



2022

Building the  
Next Generation  
**LEARNING  
TECHNOLOGY  
ECOSYSTEM**

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## Executive Summary

Learning technology has served to both make life easier for L&D teams and simultaneously create a host of challenges. On the one hand, there are opportunities for automation and enhanced learner experiences that were not available just a few years ago. On the other, it

can be maddening trying to keep up with the continuous evolution of technologies and a growing field of providers. Technology is always advancing at breakneck speed and deploying the right technologies at the right time can seem like an impossible task.

L&D teams want tools that are easier to use for both learners and admins. They want tools that provide more learning opportunities outside the class and the course. They need technologies that give learners more autonomy in a personalized learning journey. They also want tools that give them more reporting and analytics horsepower. Getting it right requires diligence and a strong understanding of what learners need and what the business needs as well.

An effective modern learning ecosystem will employ

multiple technologies that work well together – if not seamlessly – to provide a frictionless experience for learners. The various tools must also be able to share data for L&D teams to derive their full value. There is no single technology framework that will work for all organizations. Some may get everything they need for one provider. Others may need to manage multiple providers simultaneously. In any scenario, the technology selections an organization makes must be rooted in real-life use cases and leveraged to achieve specific outcomes.

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**Nearly half of organizations**

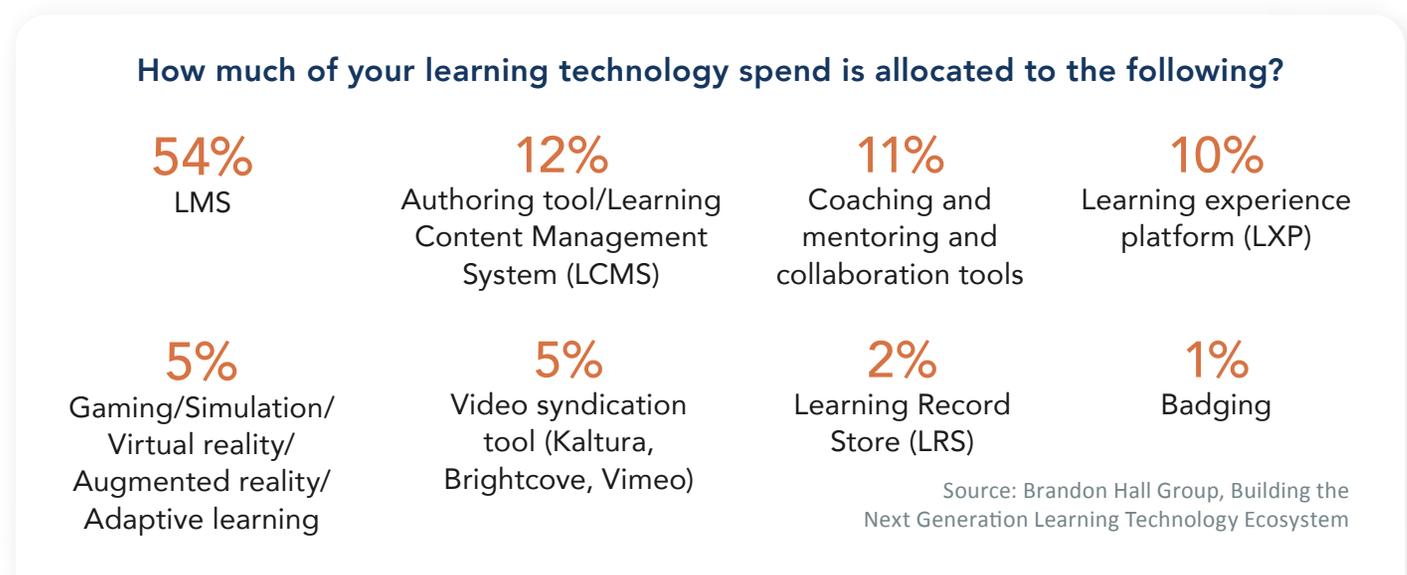
think their current array of learning technology is failing to adequately meet their needs.

## Current State

The Learning & Development technology space had already grown larger and substantially more complex before the pandemic. Once in-person learning was put on hold, organizations began to reassess their entire approach to learning technology, creating or recreating brand-new technology ecosystems to meet the needs of a dynamically shifting workforce. A wave of attrition, disengagement, and widening skills gaps has put an enormous amount of pressure on organizations to select the right technologies to execute a modern, agile learning strategy.



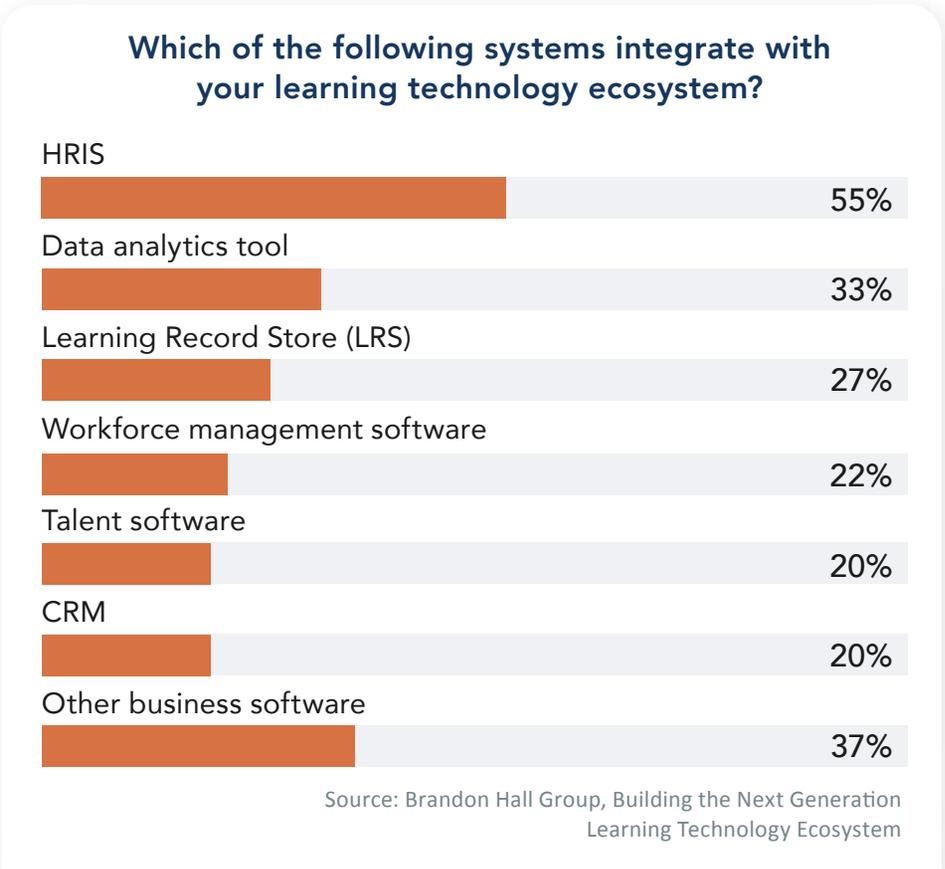
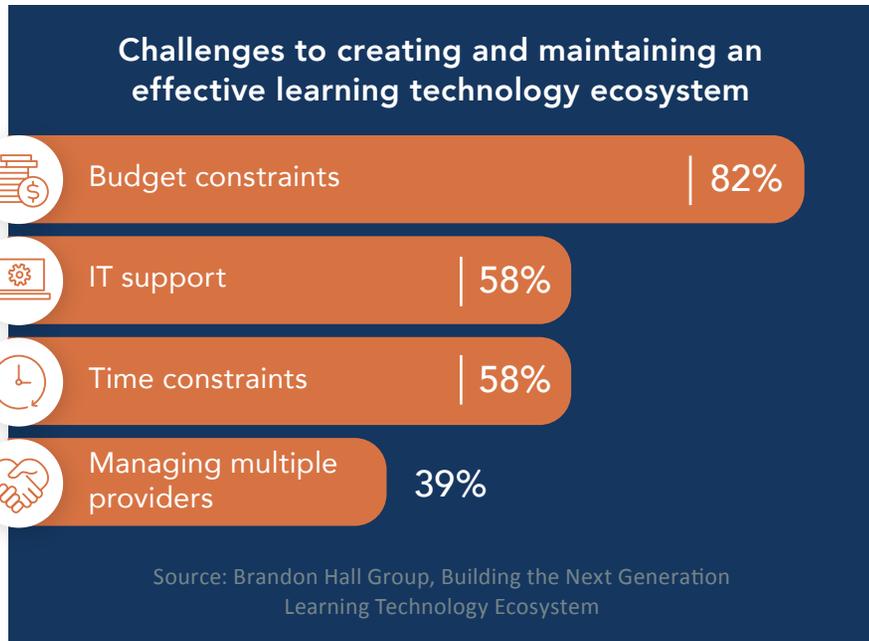
Just a few years ago, the line item for technology in the learning budget would most likely have been one item – the LMS. As technology has advanced and companies continue to experiment with different tools, the learning budget has to make room for many more technologies.



# Complexities

In an environment where a simple set of well-defined tools such as an LMS and an authoring tool won't be enough, companies must get a better understanding of what is available and what makes the most sense for their learners and the business. The complexity of the technology landscape means organizations must be highly prepared to navigate if they want to ensure they are deploying the right solutions to execute their learning strategy successfully. The biggest challenge to this is making enough budget available to get the right technologies deployed.

In addition to resource challenges like budget, time, and IT, organizations must also manage a wide array of integrations. To be effective, learning technologies must integrate with various other systems throughout the business. The more learning technologies that are in play, the more integration challenges there are.

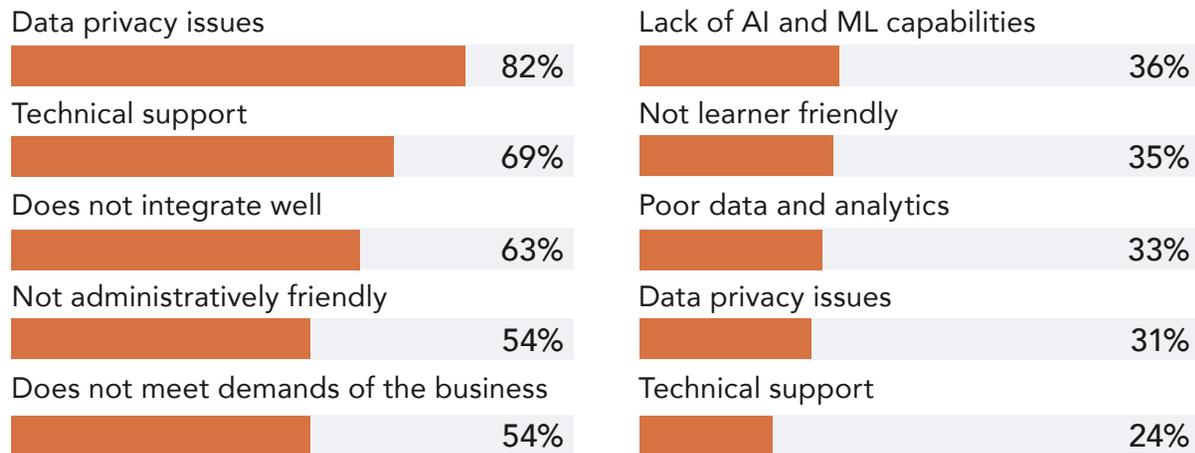


# Consequences

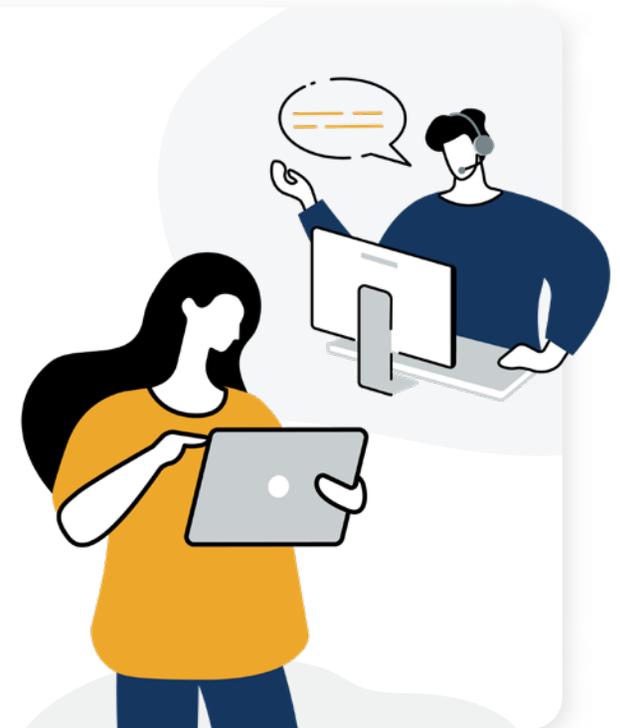
L&D teams need to gain a better understanding of their learners’ digital literacy, their appetite for new technologies, and the organization’s ability to support and manage multiple solutions from multiple providers. It also requires an understanding of available tools, the roles they play, and how they work together. Given that so many organizations find their current technology inadequate, it makes sense that there is a drive to replace some or all of the tools being used. Organizations will have to put more time, effort, and diligence into their selection process if they do not want to find themselves in the same position.

High or very high degree

To what degree are the following driving your organization’s need to change technology?

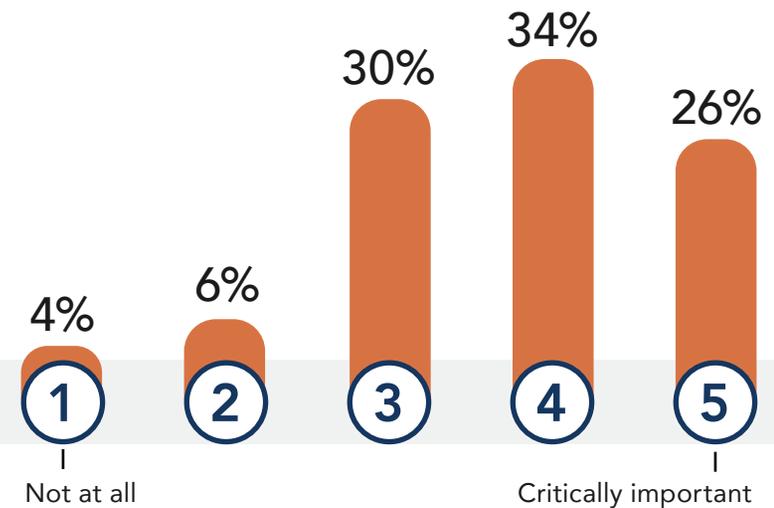


Source: Brandon Hall Group, Building the Next Generation Learning Technology Ecosystem



The desire for machine learning and artificial intelligence capabilities has grown dramatically. These tools will continue to play a larger role in learning technology, ensuring learners are getting the most effective, relevant, and up-to-date learning experiences.

How important is the application of artificial intelligence and machine learning as it relates to leveraging learning technologies?



Source: Brandon Hall Group, Building the Next Generation Learning Technology Ecosystem



## Critical Questions

To effectively create and manage a next-generation learning technology ecosystem, organizations must answer several critical questions, including:

Does our current learning technology meet the current needs of learners and the business?

What tools and technologies should we be investing in for the future?

How well does our learning technology integrate with other systems?

Should we be looking at replacing any current technology?

Are we sufficiently leveraging machine learning and artificial intelligence in our learning technologies?

# Brandon Hall Group Point of View

## High-Level Strategies for Hybrid Workforce Learning

### Evaluate the effectiveness of current technologies

Just as it is critical to run skills gap analysis and learning needs analysis, L&D teams need to audit the effectiveness of their tools and technologies. Identify the quality and relevance of the reports being generated. Assess the learning audience to gauge their digital capabilities and compare them to what your learning platforms can deliver. Poll admins, learners, and other stakeholders as to the usability of the current technology. Work with IT to assess current integrations.

### Scan the current learning technology landscape for new and emerging technologies

Based on your technology needs analysis, explore the market for available tools that can close gaps and solve existing issues. Build use cases to identify viable solutions and qualify providers that meet your organization's unique needs. For example, a simulation tool to replace in-person training due to remote work. Or a microlearning content authoring tool to create and deliver more bite-sized learning.

Which of the following technologies will you invest in over the 1-2 years?



Source: Brandon Hall Group, Building the Next Generation Learning Technology Ecosystem

## Identify key integration opportunities

To be truly effective, today's learning technology must work relatively seamlessly with a wide variety of other solutions, platforms, and applications. Not only within the learning ecosystem, but in other areas of the business such as HR, finance, operations, and more. Poor integration is the number three driver for why organizations want to replace current technology providers. As organizations try to bring learning closer to the moment of need, as well as provide ongoing learning support, they need technologies that allow learners to access learning when they are working in other systems. This is also critical to enable more self-directed learning.

The number one reason organizations want to either switch to a new type of technology or replace their current technology with something from a different provider, is **data and analytics**



L&D teams must be able to demonstrate learning's impact on the business. Without the ability to push data to other systems, or pull in data from the business, it can be impossible to make the connections. In order to derive insights into learning's impact, L&D teams will need to leverage data from multiple systems.

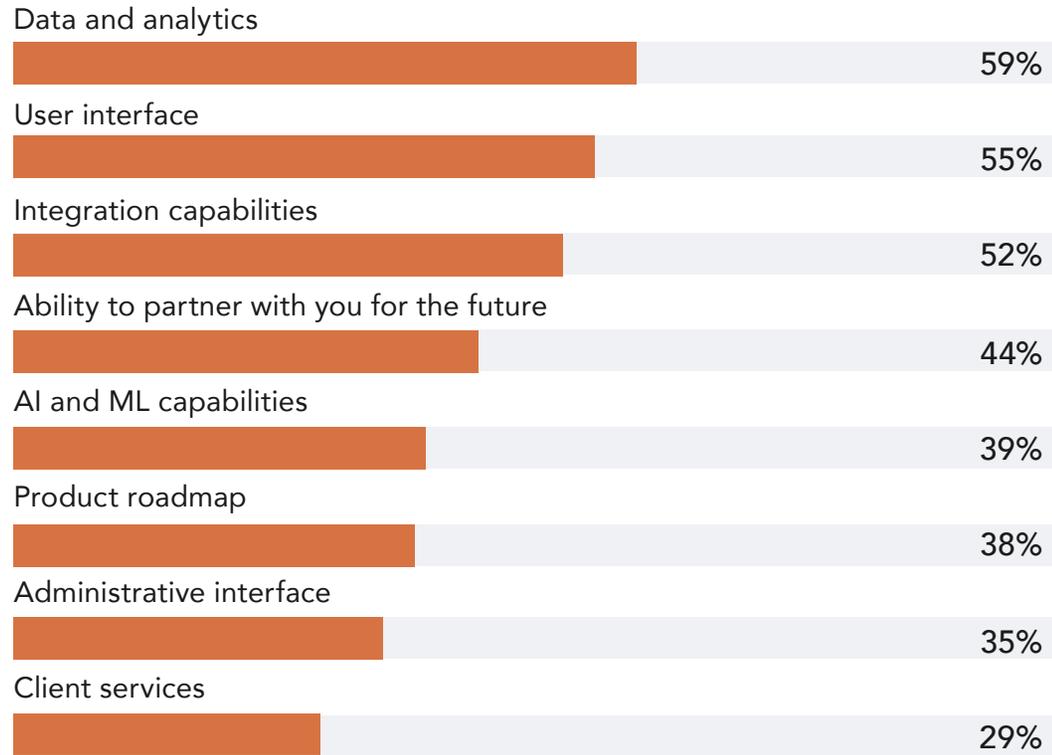
Based on current effectiveness, functionality, and integrations, it may be time to make a switch

Changing technologies can be a daunting proposition. However, in many cases, doing nothing ends up being more costly in the long run. Organizations need technology that will meet their needs not just now but years down the road. They will also need providers that will be their partners during that time. Finding providers with the technology, support, and roadmap that aligns with your organization's needs is critical.



To what degree are the following driving your organization's need to change providers?

High or very high degree



Source: Brandon Hall Group, Building the Next Generation Learning Technology Ecosystem

## Build an understanding of how ML and AI work, and how they can be leveraged for learning technology

The world runs on data. Technology continues to get smarter, and data is what drives it. Machine learning and artificial intelligence continue to play a larger role in learning technologies, providing everything from learner recommendations, guided simulations, content development, and more. Gaining a basic understanding of how it works can help you pick technologies that can optimize and automate many tasks, as well as provide more relevant, engaging experiences to learners.

### Which technologies do you use currently that have AI and ML capabilities?

57%

LMS

40%

Learning experience platform (LXP)

20%

Simulation

20%

Adaptive learning platform

10%

Virtual reality

Source: Brandon Hall Group, Building the Next Generation Learning Technology Ecosystem

It is not enough that technology buyers accept machine learning or artificial intelligence as line items on an RFP. They need to talk with technology providers about just how they leverage ML and AI to solve specific challenges and provide distinct outcomes. For some providers, machine learning is only running basic learning recommendations. Others have completely functional AI-driven virtual coaches. Unless L&D leaders understand what these tools are capable of, they will not be able to realize their full potential.

## Authors and Contributors



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# About Brandon Hall Group

With more than 10,000 clients globally and 28 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.



## About Docebo

**Docebo** is an e-learning SaaS company that enables the world's fastest-scaling and most in-demand companies to implement scalable learning-driven revenue strategies. The company is redefining the way enterprises leverage technology to create and manage content, deliver training, and understand the business impact of their learning experiences.

For companies to scale their business efficiently and match pace with how rapidly market conditions change, they need a foundational L&D or enablement strategy that ramps their workforces quickly, keeps employees focused on personal growth and on-the-job performance, and contributes to overall business growth.

With Docebo, leading organizations create and deliver full online L&D and enablement programs, and measure the effectiveness and performance of their work. With Docebo's multi-product learning suite, enterprises around the world are equipped to tackle any learning challenge, tie learning strategy back to revenue outcomes, and create a true learning culture within their organization.



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