



Monetizing Learning Excellence

A Guide to E-Commerce, Certifications
and Secure Assessments

EBOOK
2025



docebo®

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Introduction

Your learning content holds untapped value.

Many organizations still view their learning and development (L&D) teams solely as cost centers rather than potential revenue generators. This mindset is changing. Forward-thinking organizations have discovered how to transform their learning programs into valuable assets that generate revenue while strengthening relationships with customers and partners.

Right now, 51% of organizations leverage their learning programs through extended enterprise initiatives, according to the Brandon Hall Group™ Learning Revolution Study. Extended enterprise

learning serves diverse audiences – from customers and partners to association members and online academy students – each with unique needs and expectations. The opportunities are significant and growing; organizations that have implemented extended enterprise learning report powerful business results.

However, there's a crucial gap in the market: only 30% of organizations have developed E-Commerce learning initiatives, which are designed specifically to generate direct revenue. This represents a significant missed opportunity for L&D teams to transform from cost centers into strategic revenue generators, funding innovation in areas like AI and analytics while elevating their role within the business.

UNDERSTANDING THE DIFFERENCE: Extended Enterprise vs. E-Commerce Learning

Extended enterprise learning is a broad approach to providing training to external stakeholders like partners, customers, and distributors. While extended enterprise programs may or may not generate revenue, E-Commerce learning specifically focuses on selling educational content directly to consumers or businesses through online platforms.

Leading organizations are capitalizing on this opportunity by combining E-Commerce capabilities, certification programs, and secure assessments into comprehensive learning offerings that customers value and willingly purchase. While the revenue potential is significant, successfully implementing an E-Commerce learning program comes with its own set of challenges.

According to Brandon Hall Group™ research, organizations that successfully deliver and monetize learning programs must:

- ♦ Choose the right technology fit
- ♦ Integrate E-Commerce technology with the existing tech stack
- ♦ Find the right provider who can offer a strong purchasing experience and partnership post-sales
- ♦ Ensure the reliability and value of their E-Commerce offerings

Understanding the current landscape of learning monetization – who's doing it, how they're doing it and what results they're achieving – provides valuable insights for organizations considering or expanding their learning commerce initiatives.

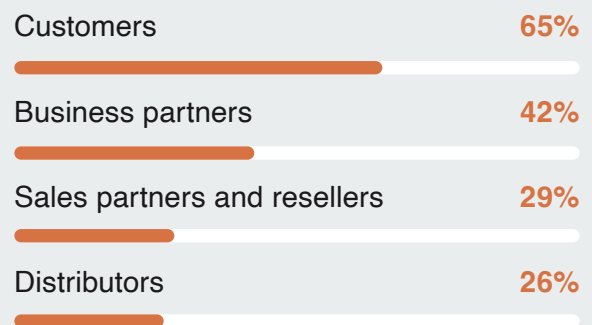
The State of Learning Monetization



The eLearning marketplace has fundamentally changed. Gone are the days when corporate learning stayed locked inside company walls.

This shift reflects a deeper change in how organizations view learning's role in business success. Learning teams now serve diverse audiences beyond employees – from customers seeking product mastery to partners requiring certification. The numbers from Brandon Hall Group™ research show how organizations are expanding their learning initiatives.

Organizations actively provide learning to:



Source: Brandon Hall Group study, Extended Enterprise Learning

What's driving this overall expansion in external learning? Organizations have recognized that effective learning programs directly impact business success. When customers and partners truly understand your products and services through extended enterprise training, they use them more effectively, stay longer, and buy (or sell in the case of partners) more. Forward-thinking L&D teams are taking this a step further by seizing the E-Commerce learning opportunity to:

- ◆ Position themselves as strategic revenue centers
- ◆ Fund investments in learning innovation and analytics
- ◆ Strengthen their influence on business strategy
- ◆ Create sustainable funding for continuous program improvement

These strategic benefits are already being realized by organizations that have embraced E-Commerce learning. Consider, for example, a software company that transformed their approach to partner enablement. Facing increasing support costs and variable implementation quality across their partner network, they developed a tiered paid certification program for solution architects and implementation specialists. Their key decisions included structuring subscription-based access to foundational training while charging premium rates for advanced certifications.

They had to overcome initial partner resistance to paid training by clearly demonstrating the value: certified partners could market their validated expertise and access exclusive implementation opportunities. Within a year, their certified partners reported:

35% fewer support tickets

55% higher customer retention rates

70% higher satisfaction scores

Partners who initially resisted the paid model began to see certifications as a competitive advantage, leading to a self-sustaining ecosystem of highly qualified implementation experts.

The diversity in monetization models reflects the maturity of the learning commerce market, where organizations tailor their approach based on their audience needs and business objectives.

What's more significant is how organizations are monetizing this content. The data reveals diverse approaches to learning commerce:

- **35%** of organizations offer subscription-based access
- **25%** charge by individual course or content type
- **20%** incorporate learning costs into their product and service pricing

Source: Brandon Hall Group study, Extended Enterprise Learning

Why E-Commerce? The Business Case

Now that we've established the value of E-Commerce learning, let's examine how organizations are turning this potential into measurable business value. The most successful implementations generate impact across multiple dimensions.

Direct revenue generation. Learning content becomes a powerful revenue engine, creating new income streams through content sales while simultaneously reducing delivery costs through digital distribution. This not only generates direct business value — with 45% of organizations reporting improved product adoption rates and increased market share — but provides funds that can be reinvested into learning innovation.

Operational efficiency. The operational impact is clear and measurable: organizations implementing and selling learning programs report significant reductions in support ticket volume and faster customer onboarding times. This creates more efficient partner enablement, sparking a continuous pattern of reduced costs and improved customer satisfaction.

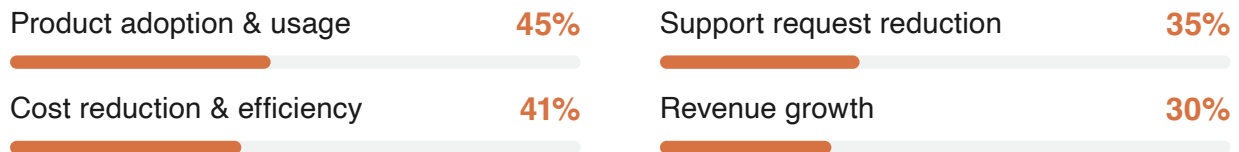
Market differentiation: Perhaps most significantly, monetized learning programs create lasting market advantages. When organizations position themselves as knowledge leaders in their space, they enhance their brand positioning, increase market visibility, and create sustainable competitive advantages that are difficult for competitors to replicate.

Beyond these core benefits, E-Commerce learning represents a strategic pivot for L&D teams. Organizations that have embraced this approach are:

- ✦ Creating sustainable funding streams for learning innovation, and investing in advanced technologies like AI and analytics
- ✦ Elevating their strategic influence within the organization

Organizations implementing E-Commerce learning programs consistently report improved outcomes across key performance indicators:

Business Impact of Monetization



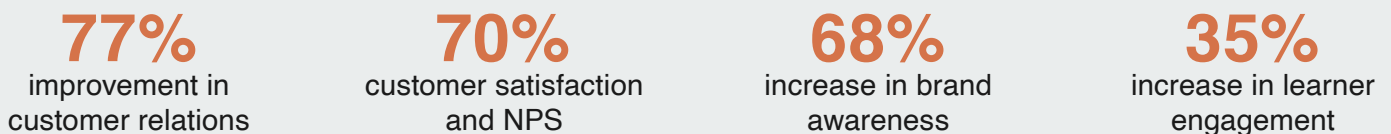
Source: Brandon Hall Group study, Extended Enterprise Learning

These compounding benefits demonstrate why forward-thinking organizations are increasingly viewing their learning content as a strategic asset rather than a cost center.

Building Brand Power and Customer Loyalty

The Brandon Hall Group™ Extended Enterprise study reveals a clear pattern: organizations that implement learning E-Commerce don't just generate revenue - they transform their customer relationships and market presence.

Think about what this means in practical terms. When customers pay for and complete your training programs, they're not just learning — they're investing in your relationship. They become more proficient with your products, more loyal to your brand, and more likely to recommend you to others. This translates into measurable business impact across key dimensions. Here is what research respondents report:



Source: Brandon Hall Group study, Extended Enterprise Learning

These results demonstrate how paid learning programs create a virtuous cycle: better trained customers lead to reduced support needs, while increased product proficiency drives both satisfaction and advocacy. Organizations that monetize their learning content don't just improve their bottom line – they strengthen their overall market position and customer relationships.



Making It Work: Implementation Essentials

Success with learning E-Commerce isn't automatic. You need the right foundation, particularly when your goal is to sell credible, valuable certifications. Top performing organizations prioritize technology that directly supports certification and assessment capabilities alongside their broader business goals.

Brandon Hall Group™ research reveals the critical capabilities organizations need to build trust and value in their learning commerce programs:

Comprehensive reporting and analytics are essential for demonstrating program effectiveness **65%**

Reliable testing and assessment tools are crucial for certification credibility **63%**

Professional branded experiences to enhance market value **52%**

Granular administrative controls for program management **48%**

Source: Brandon Hall Group™ study, Extended Enterprise Learning

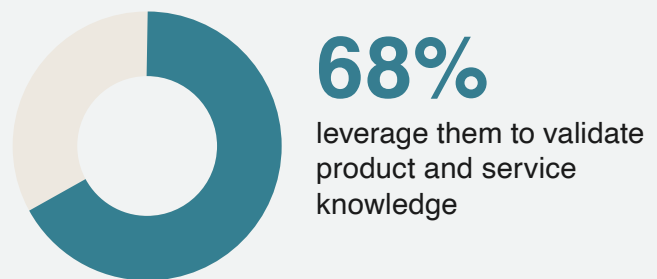
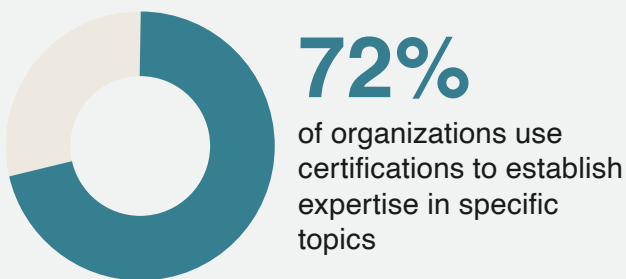
But technology alone isn't enough.

The most successful certification programs integrate seamlessly with existing systems, work flawlessly on mobile devices, and maintain rigorous security standards to protect the integrity of assessments and credentials.

The key? Start with defined objectives aligned to market needs and certification value. Your learning E-Commerce sales strategy must demonstrate measurable impact through valid, reliable assessment results. Technology choices should flow from these objectives, not drive them.

The Power of Certifications

This foundation enables you to turn knowledge into credibility. Certification programs do more than test knowledge – they create value for both your organization and your learners. Brandon Hall Group™ findings show:



Source: Brandon Hall Group™ study, Extended Enterprise Learning



Certifications Validate Skills, Knowledge

Today's businesses face a critical challenge: proving expertise in a crowded market. Certification programs solve this through proven validation of skills and knowledge. Brandon Hall Group™ research shows that these programs create a reinforcing cycle of benefits: certified customers use products more effectively, require less support, and maintain longer relationships with the organization. They become both more successful and loyal customers, driving meaningful business results.



Getting Paid Certification Right

Success with paid certification programs starts with asking the right questions. First, examine your organization's readiness:

Do you have content that truly reflects market needs?

Are subject matter experts available to validate standards?

Can your technology reliably deliver and track certifications?

These fundamental elements form the foundation of any successful program.

1

Consider this example: A medical device manufacturer launches an E-Commerce to sell certification program for technicians who service their advanced imaging equipment. The stakes are high – improper maintenance could impact patient care and safety. Their paid certification program includes:

- ◆ Core technical knowledge validation
- ◆ Hands-on skills assessment
- ◆ Regular recertification requirements
- ◆ Verified credentials that healthcare providers can trust

2

Consider a software company's approach to partner certification: They require solution architects to complete rigorous technical certifications before implementing their enterprise platform. This ensures quality deployments, reduces support costs, and creates a trusted network of certified professionals who command premium rates for their expertise.

The most successful monetization programs emerge in spaces where expertise really matters – complex products where mistakes are costly, competitive markets where credentials create advantage, or industries where compliance requirements drive certification needs. Your programs should solve specific business problems, not just create another credential.



Measuring Success

Certification programs drive remarkable results, as evidenced by the metrics we've seen. The data points tell an interconnected story of business value: when organizations track certification program success, they uncover multiple layers of impact. The high customer satisfaction and NPS scores (70%) translate into stronger customer retention (55%), while reduced support volumes (35%) and increased product adoption (45%) demonstrate how certified customers become more self-sufficient and productive.

These expanding benefits show that certification programs don't just validate knowledge — they transform customer relationships. By investing in building paid certification programs, organizations can not only create a new stream of revenue but also knowledgeable advocates who maximize their product investments and strengthen long-term business partnerships.

Proctoring: The Trust Factor

Every organization building a certification program faces a crucial question: How do we ensure our credentials carry real weight in the market? This is where proctoring enters the picture, not as a policing tool, but as a way to build trust in your certifications.

01 Virtual Proctoring: The Modern Approach

Think of virtual proctoring as a trust-building tool. It's not about catching cheaters — it's about creating confidence in your certifications. Modern virtual proctoring verifies who's taking the test, monitors the testing environment, and documents the assessment process. All this happens seamlessly, without the logistical challenges of traditional in-person proctoring.

02 Making the Choice: Virtual vs. Live Proctoring

The decision between virtual and live proctoring involves more than just comparing costs. Virtual proctoring typically offers better scalability and consistent monitoring standards, while reducing logistics overhead. You can test candidates anywhere, anytime, while maintaining high security standards.

Live proctoring, on the other hand, brings a human touch to the process. Some candidates and industries still prefer the traditional approach of having a person present during testing. This format also allows for immediate problem resolution and maintains a familiar testing environment for candidates used to traditional methods.

03 The Bottom Line on Proctoring

Your approach to proctoring should align with your certification program's goals. Consider how proctoring will affect your credential's value in the market. Will it make your certification more meaningful to holders and employers? Look at your industry's expectations – some fields demand specific types of proctoring for credentialing.

Scale matters too. The number of assessments you'll deliver and your candidates' locations should influence your choice. Virtual proctoring often proves more cost-effective at scale, though it requires initial technology investment. Live proctoring offers predictable per session costs but can become expensive as your program grows.

The key is to match your proctoring approach to your actual needs and your certification program's goals.

When deciding on proctoring, focus on what matters to your program:

Credential Value

Will proctoring make your certification more valuable to holders and employers?

Market Requirements

Does your industry expect or require proctored assessments?

Scale Needs

How many assessments will you deliver, and where are your candidates located?

Integration Benefits

When organizations try to manage learning E-Commerce through disconnected systems, they create unnecessary headaches for themselves and their customers.

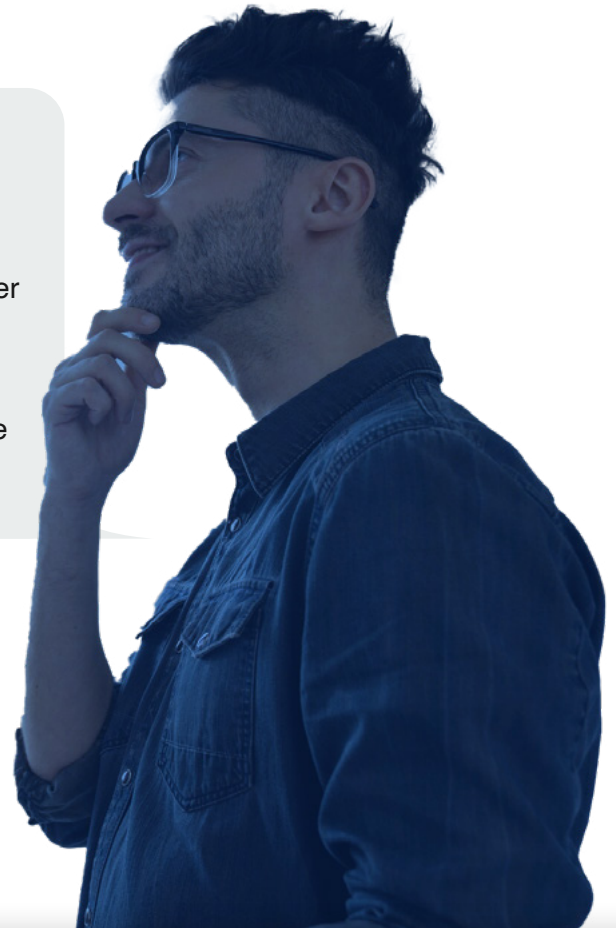


Breaking Down the Integration Challenge

Picture this common scenario:

A customer purchases a course through your E-Commerce platform, then needs to log into a separate learning system to access it. They complete the course but must visit another system to take a proctored exam and yet another to claim their certification. Meanwhile, your team juggles multiple administrative interfaces, trying to piece together the customer's journey and track progress and results along the way.

This fragmented experience frustrates everyone involved. It's not just an inconvenience – it directly impacts program success, which means revenues get impacted as well. When systems don't talk to each other, you lose valuable insights about how customers interact with your learning content. You can't easily track which programs drive the most value or identify where learners struggle.



The Power of Connected Systems

Organizations that integrate their learning E-Commerce platforms report a dramatically different experience. According to Brandon Hall Group™ Extended Enterprise Learning and HR Systems studies, a unified platform delivers clear advantages in several key areas:

- ◆ Reporting becomes more comprehensive and actionable, with 65% of organizations citing improved analytics capabilities.
- ◆ Assessment management improves significantly, with 63% reporting better control over their testing and certification processes.
- ◆ 54% of organizations said administrative efficiency increases through automated workflows and reduces manual tasks
- ◆ 49% of organizations reported team productivity improvements through streamlined operations and simplified management

The impact extends beyond internal operations to transform the learning experience itself. A properly integrated system creates a seamless journey for your customers, eliminating friction points between purchase, learning, and certification completion. No more wrestling with multiple logins or disconnected interfaces. This streamlined experience drives measurable results - customers complete more courses, achieve certifications faster, and return for additional learning opportunities and purchases.

Making Integration Work: Essential Capabilities Checklist

To successfully monetize learning content, your integrated platform must deliver on several critical capabilities. Here's what you need to ensure both operational efficiency and a frictionless purchasing experience:

E-Commerce Essentials

- Multi-currency, virtual currency and multiple payment method
- Flexible pricing models (subscriptions, individual purchases, bundled offerings)
- Secure payment processing and data protection
- Easy purchase and enrollment flows

Administrative Control

- Granular user and group management
- Role-based access controls
- Content delivery rules and restrictions
- Automated workflow management

Learning Experience

- Seamless access post-purchase
- Progress tracking and certification management
- Mobile-friendly delivery
- Integrated assessment capabilities

Security & Compliance

- Content protection mechanisms
- Data privacy compliance tools
- Secure user authentication
- Transaction security protocols

Your platform selection should align with your business model - whether you're offering individual courses, subscription packages, or certification programs. The right technology foundation makes it easy for customers to buy, access, and engage with your learning content while giving you the tools to manage and grow your learning commerce program efficiently.

The Docebo Solution

Turning learning content into revenue requires the right technology foundation. [Docebo](#) brings together all the essential elements – from E-Commerce to certifications and proctoring – in one comprehensive platform.



Making E-Commerce Simple

Docebo removes the complexity from learning E-Commerce. The platform supports multiple sales offerings and multiple digital payment methods - including virtual Training Credits - making it easy to manage and sell your learning content globally. Integration with popular payment gateways happens seamlessly, and the API-driven architecture connects smoothly with your existing business systems.



Certifications Made Easy

Managing certification programs through Docebo becomes straightforward and efficient. The platform automates the entire certification lifecycle – from initial enrollment through final credential issuance. Built-in tracking tools help you monitor learner progress, while automated renewal management ensures certifications stay current.

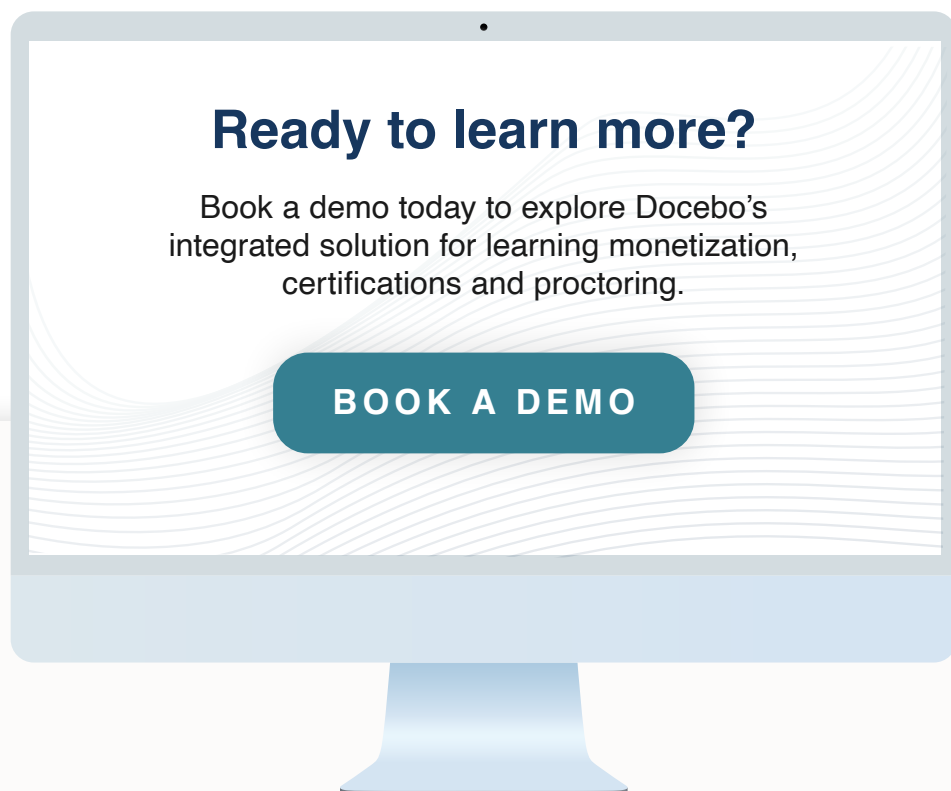


Secure Assessment Integration

Through its partnership with [Honorlock](#), Docebo offers robust in-platform proctoring capabilities that protect the integrity of your assessments without creating barriers for learners. The integration provides sophisticated security features while maintaining a smooth user experience. Real-time monitoring and comprehensive reporting give you confidence in your certification program's credibility.

Conclusion

The opportunity to transform learning into revenue is real and growing. Forward-thinking organizations are already demonstrating how E-Commerce learning can turn L&D from a cost center into a strategic revenue generator. Those who seize this opportunity now can gain a significant competitive advantage - not just in generating new revenue streams, but in funding continued innovation and strengthening their market position. Success requires more than just great content -- it demands the right technology partner.



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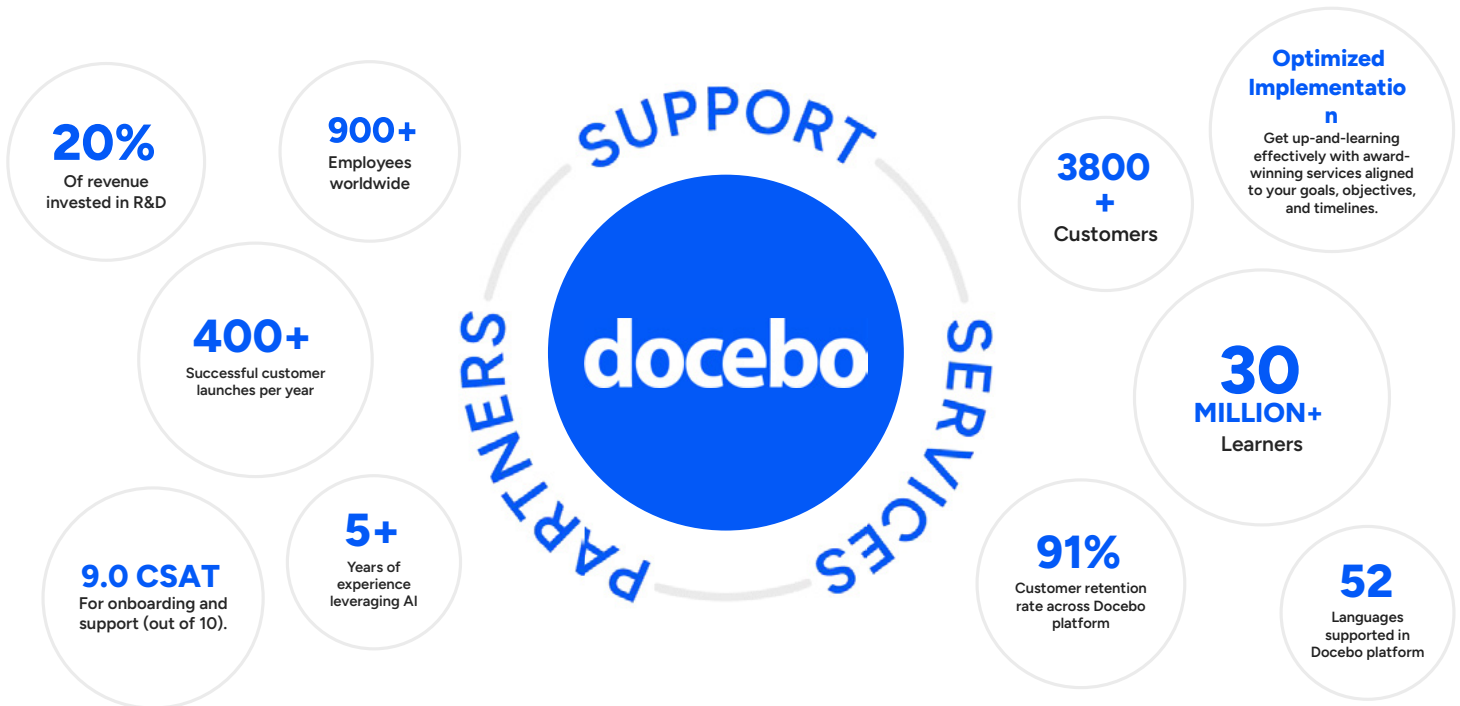
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About Docebo

The world's **most powerful** learning platform



- ▶ Docebo invests **20% of revenue in R&D** — Innovation is really at our core and we recognize that innovation requires investment in the right people, technology, partnerships and customer connects.
- ▶ We have more than **900+ employees worldwide**, giving us the flexibility to be there when you need us and giving our teams diverse experience to understand local and global needs.
- ▶ We launch more than **400+ customers per year**, ensuring that each of them has the support and resources that they need to be successful in both the short and long term.
- ▶ Our **CSAT score is excellent, at 9.0 out of 10 points**. Our teams strive to make sure that you have everything you need to be successful.
- ▶ Docebo has been leveraging **AI for more than 5 years**. We recognize that AI is an important part of the future of learning and business success. This is a critical component of Docebo's innovation.

About Brandon Hall Group™

With more than 10,000 clients globally and more than 30 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.

Professional Certifications

Self-paced certification programs. Virtual group sessions for companies. In-person conferences and summits.

Membership

Individual and Enterprise Membership options: Includes research assets, advisory support, a client success plan and more.

Advisory Offerings

Custom research projects, including surveys, focus group interviews and organizational needs assessments for transformation, technology selection and strategy.

Excellence Awards

Four annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.

SOME WAYS
WE CAN HELP

ENTERPRISE EXCELLENCE CERTIFICATION PROGRAM

Recognizes the best HCM programs that transform their organization and achieves breakthrough results. This designation is a step above the HCM Excellence Awards® which focuses on one program within a company. Enterprise Excellence is a hybrid of award winners who are also members.

SMARTCHOICE® PREFERRED PROVIDER PROGRAM

Uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's thirty-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.

AGENCY! BY BRANDON HALL GROUP™

Provides comprehensive marketing solutions for human capital management solution providers. We offer strategic services to establish a strong foundation for your marketing efforts.