



docebo®

# **‘Get The Yes’ Your Learning Platform Toolkit**

Mobilize your learning project with an air-tight learning platform business case that can’t be turned down.

# This pocket guide is for you if:



You are responsible for researching, purchasing and/or influencing decisions related to learning technology solutions.



You need to scale your learning programs in an efficient way, improve learning performance and/or positively influence business outcomes.



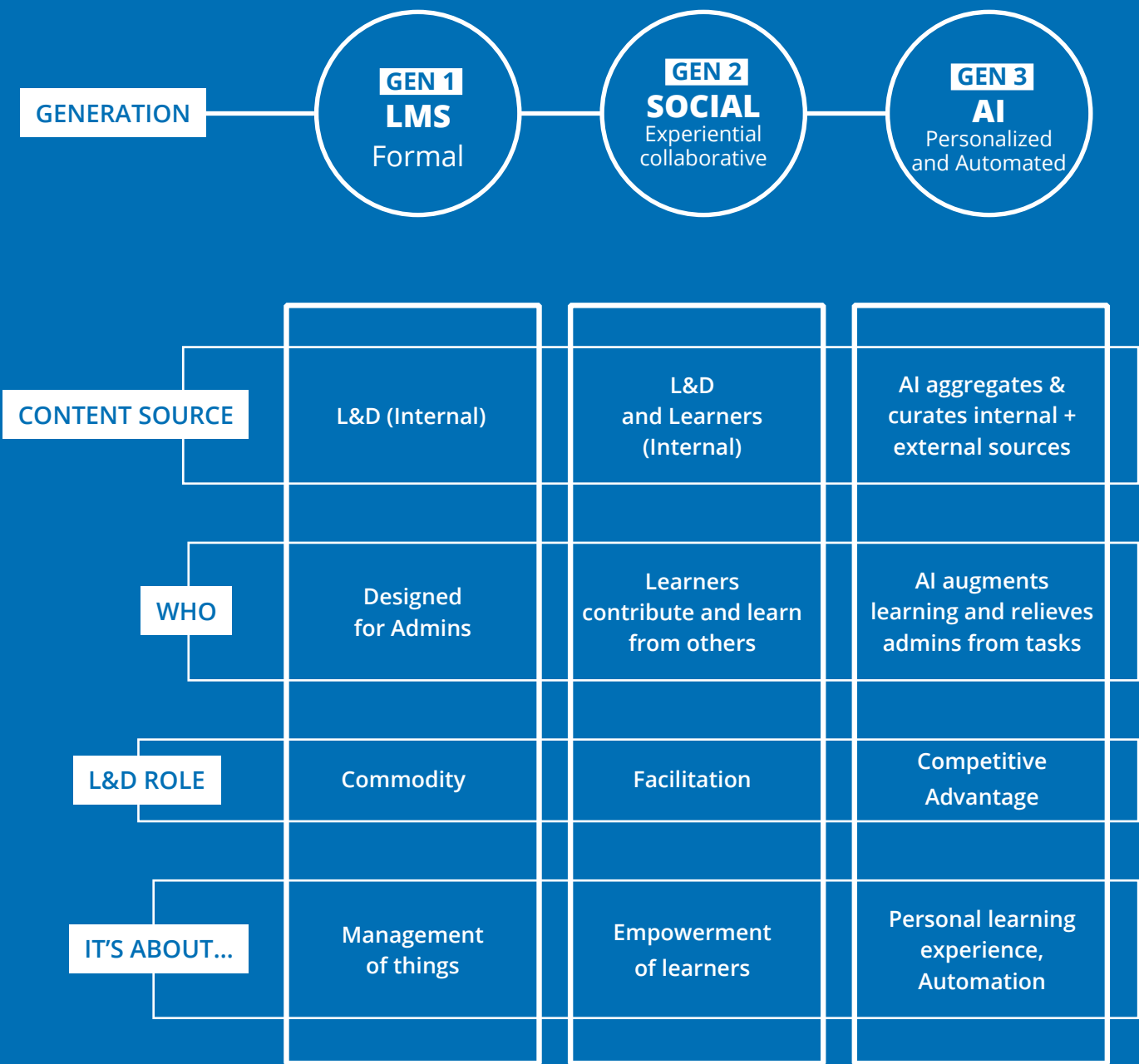
You are an L&D manager, Chief Learning Officer or work in departments such as procurement, IT or HR and need to learn more about what a learning platform can do for your business and what you should be looking for in a solution.

Docebo's learning platform toolkit will help you educate yourself, gather intel from reputable research firms, and share your new found expertise across the organization in an effort to mobilize your learning project.



# L&D has changed – and we’ve entered a new generation

## WE’VE ENTERED THE THIRD GENERATION OF L&D





## All In on AI: Your Guide to Artificial Intelligence in L&D

AI as the key to transforming learning into your organization's new competitive advantage – see how AI can already elevate your learning activities.



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## The World of Work is Changing in 3 Key Ways



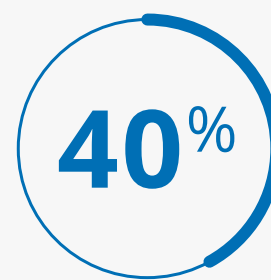
### NEW JOBS

85% of the jobs that will exist in 2030 haven't been created yet



### NEW GENERATIONS

By 2020, 60% of the world's workforce will be under 40



### NEW TECHNOLOGIES

Artificial Intelligence is expected to increase labour productivity by 40%

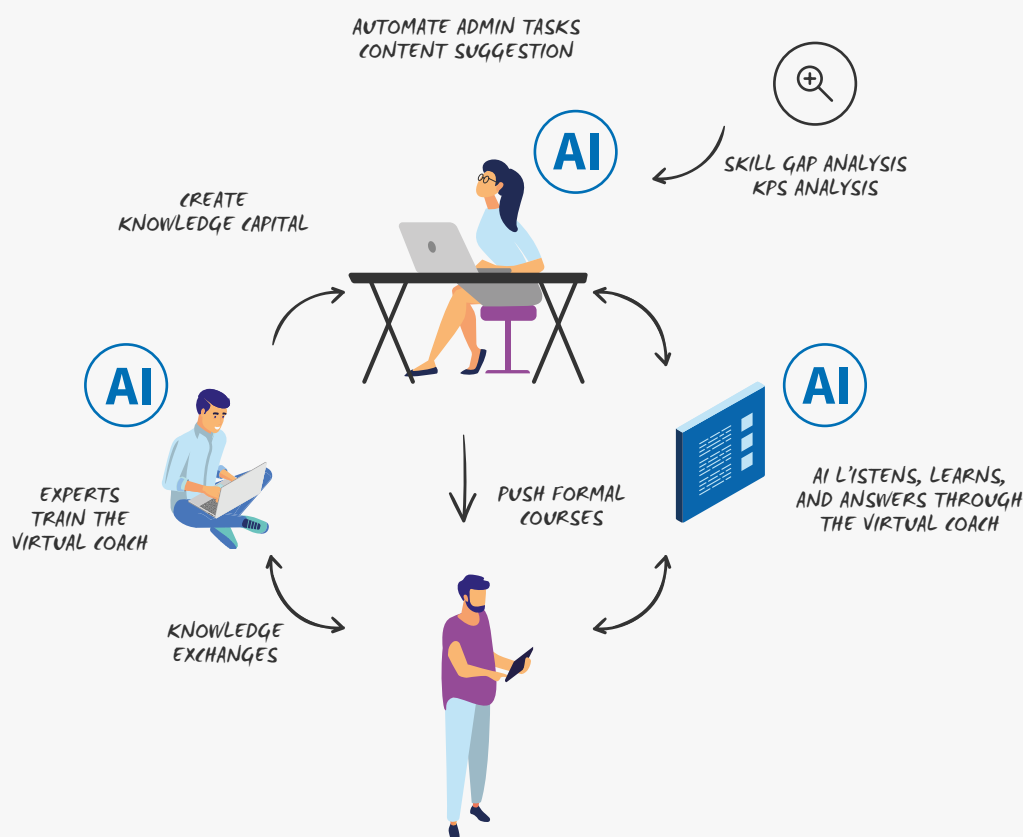
# What is a learning platform and how does it play into this transformation?

A learning platform is a software that enables organizations to enable learning, distribute content and track L&D activities. It is not a single project, but instead an enterprise learning ecosystem composed of multiple features and modules that can be tailored to meet unique requirements.

Advanced platforms include the ability to manage ILT/classroom courses, facilitate social and experiential learning, sell training materials (e-commerce), and integrate with web conferencing tools or other enterprise systems such as CRM or HRIS.

Compared to a traditional Learning Management System (LMS), which takes a formal, top-down approach to learning, a Learning Platform blends formal and informal learning to produce a holistic and learner-centric approach to learning. When powered by advanced technologies, such as Artificial Intelligence, the learning platform further augments the learner experience by delivering higher levels of personalization via content curation and aggregation tools, while automating a number of menial, time-consuming tasks for L&D administrators.

## HOW AI CONNECTS L&D TO BUSINESS VALUE



# Today's learning technology satisfies the changing expectations of your learners

## THE NEW EXPECTATIONS OF YOUR LEARNERS

### 1. "WHAT'S IN IT FOR ME?"

Almost 95% of employees say they would stay with a company longer if it invested in their career development, according to LinkedIn [Learning's 2018 Workplace Learning Report](#).

Millennial employees now make up a heavier percentage of the North American workforce than any other generation. Millennial workers (i.e. the next business leaders of the world) expect learning to be a component of their everyday work lives, and see professional development as a benefit their organization can provide them, holding it in higher regard than higher salaries, in many cases.

### 2. "I WANT MORE CONTROL OVER MY LEARNING JOURNEY"

Traditional learning focuses on a teacher-driven classroom where the student follows the learning path. With [learner autonomy](#), the traditional teacher is removed from the equation and it is up to the student to drive their own learning experience. It is more about a learner's ability to take charge of their own learning

### 3. "I WANT TO LEARN MORE FROM MY MANAGER"

[Fostering a culture that embraces knowledge sharing](#) is one that helps your organization fill information gaps, scale output and productivity, and stimulate the leaders within your ranks.

### 4. "I WANT HIGH-TECH TOOLS TO ENABLE LEARNING"

[Mobile learning and micro-learning](#) initiatives have been embraced and encouraged in e-Learning programs as leaders realise that these devices can be used on the job, at the point of need, and help facilitate social interaction. But this is only the beginning when it comes to creating fully immersive learning experiences.

Having a learning platform completely driven by new technologies such as artificial intelligence is the key to freeing up L&D admins from day-to-day repetitive tasks and giving them the freedom to strategically implement and achieve organizational objectives.

USE CASE	INTERNAL STAKEHOLDER(S)
<b>Onboarding</b>	Director of L&D, Training Manager(s)
<b>Sales Enablement</b>	VP of Sales, Training Manager(s)
<b>Professional Development</b>	Director of L&D, Training Manager(s)
<b>Compliance</b>	HR Manager(s), Training Manager(s)
<b>Partner Enablement</b>	Director of Partner Enablement, The Training Manager(s)
<b>Customer Enablement</b>	VP Customer Success, Training Manager(s)
<b>Increase Value of Membership</b>	Membership Manager, Training Manager(s)
<b>Retail (Consistent Customer Experience)</b>	Global Training Manager, Training Manager(s)

Learning platforms are used to onboard and train a number of different learner types, including:

- Employees (new hires, salespeople, managers)
- Partners (resellers, franchisees)
- Customers (product training, certifications)
- Members of external organizations (sell courses, regulatory compliance, certifications)

## COMMON LEARNING PLATFORM FEATURES

APIs	Gamification	Mobility
Tracking and Reporting	White-labeling + Customization	Content Marketplace
Integrations with authoring tools	Mobile Learning	Skills Management
Social Learning	Content Curation and Aggregation	Certification issue and management
E-Commerce	Search	Content integration and interoperability

## LEARNING PLATFORM BENEFITS

<b>Revenue</b>	<ul style="list-style-type: none"><li>• Employees onboard faster so they are productive sooner</li><li>• Train partners and resellers to sell your product more effectively</li><li>• Keep more customers by ensuring they know how to use your products and services properly</li></ul>
<b>Employee Retention and Growth</b>	<ul style="list-style-type: none"><li>• Give employees the resources they need to feel comfortable and capable in their roles</li><li>• Make learning fun and engaging to improve knowledge retention</li><li>• Support career growth and develop leaders with personalized learning paths</li></ul>
<b>Brand</b>	<ul style="list-style-type: none"><li>• Provide more value from your products</li><li>• Achieve compliance requirements to ensure confidence in your brand</li><li>• Align partners to your brand by providing insight into your values and vision</li><li>• Create a uniform experience across locations, stores, etc.</li></ul>

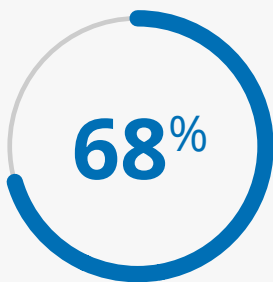




## A “DIGITAL RISING” IS TRANSFORMING TALENT DEVELOPMENT



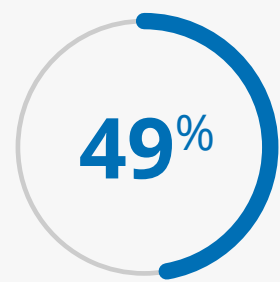
Employees prefer  
to learn **at work**



Employees prefer  
to learn **at their own pace**



Employees prefer  
to learn **at the point of need**



According to the latest market study released by Technavio, the size of the global corporate e-Learning market is predicted to reach an approximate amount of USD 30 billion in revenue by the end of 2022.

The corporate e-Learning market is also expected to grow at a CAGR of 11.41% between 2018 and 2022. The Americas held the highest share of the global corporate e-Learning market in 2017, accounting for a market share of approximately 38%. The market share occupied by this region is anticipated to decrease by nearly 4% during 2018-2022.

CAGR

11.41%

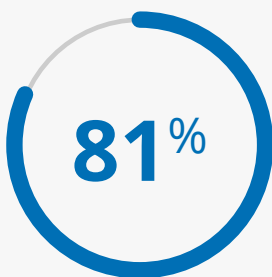
Between 2018 and 2022 period

A key factor driving market growth is the inherent flexibility and cost-effectiveness of e-learning, which also provides learners with the flexibility to learn from home or on the road, improving convenience and overall effectiveness of various learning activities. This is particularly true of mobile learning technology options that mimic desktop versions of their learning platforms. Moreover, advances in learning technology are enabling people to decide how, when and what to learn and establish their own learning goals choosing from a wide variety of subjects, whether those interests are of personal or professional interest.

As a notoriously early adopter of new technology, North American vendors are embracing and incorporating advanced technologies such as Artificial Intelligence (AI), virtual assistants, AR and VR in e-learning solutions.

Meanwhile, organizations are recognizing the importance of talent development and training. Given that more organizations than ever before are emphasizing the importance of L&D and talent development, there's a case to be made that the strength of the e-learning market and its focus on technological innovation is being buoyed by a stronger consensus among top executives that Learning & Development (L&D) is a benefit to their organization.

## TALENT IS TOP OF MIND FOR EXECUTIVES



Of executives say talent is the number one priority at the company

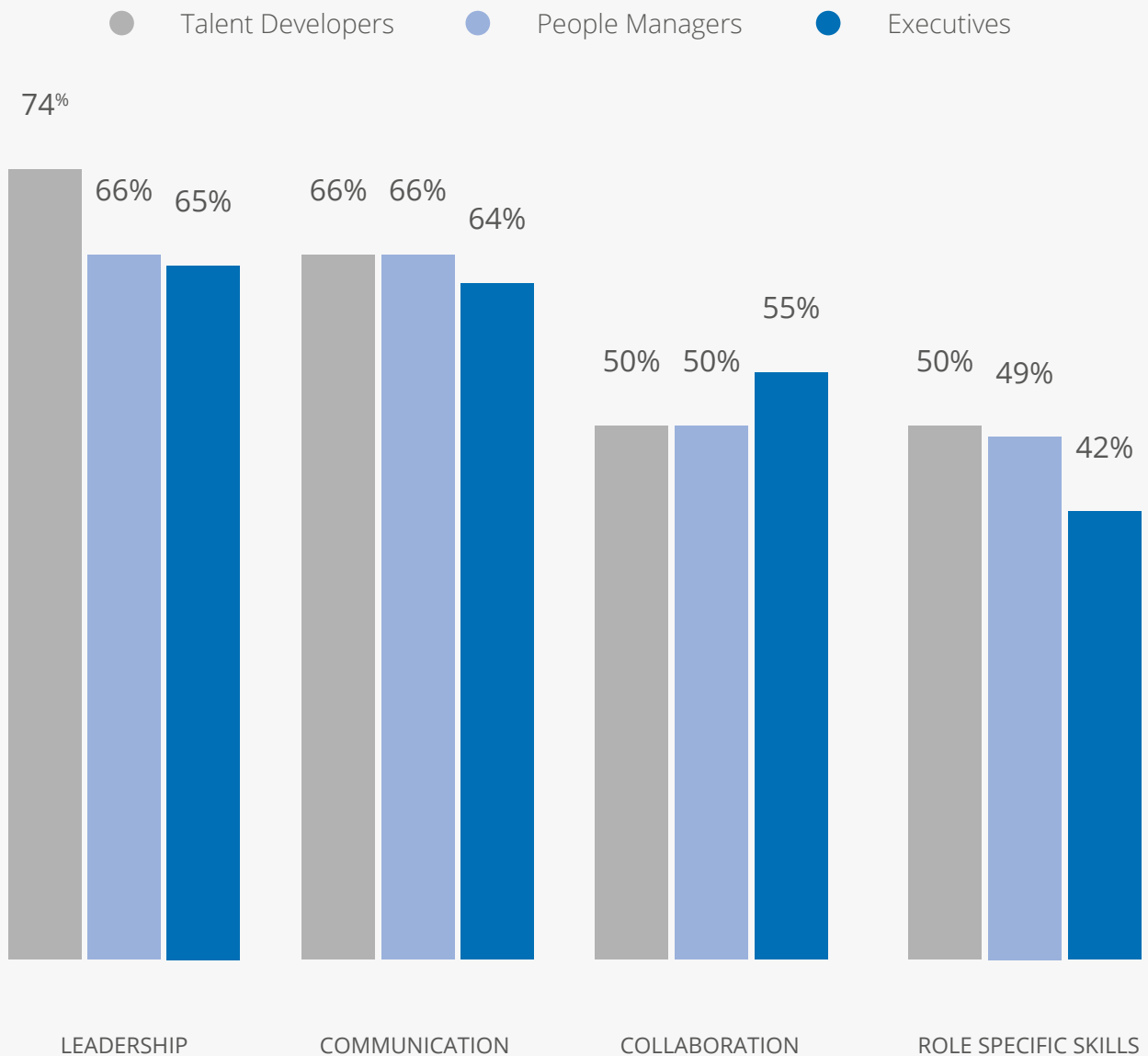


Of executives say that learning and development is a necessary benefit to the employees at the company

As Millennial and Generation-Z aged employees infiltrate the organizational ranks, decision-makers are recognizing the importance of the development of soft skills, especially as it relates to softening the impact of automation.

According to LinkedIn Learning's 2018 Workplace Learning Report, training for soft skills is a top priority to mitigate the pace of technological change, which demands adaptable, critical thinkers, communicators, and leaders.

## WHAT ARE THE MOST IMPORTANT SKILLS FOR EMPLOYEES TO LEARN FROM L&D PROGRAMS?



### Connecting with Gen Z means knowing what makes them tick

Develop an in-depth understanding of the ways Gen Z presents a new and exciting challenge in the world of enterprise learning.



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# Learning Priorities Are Continually Evolving:

## How Does Technology Mitigate and Enable Change?

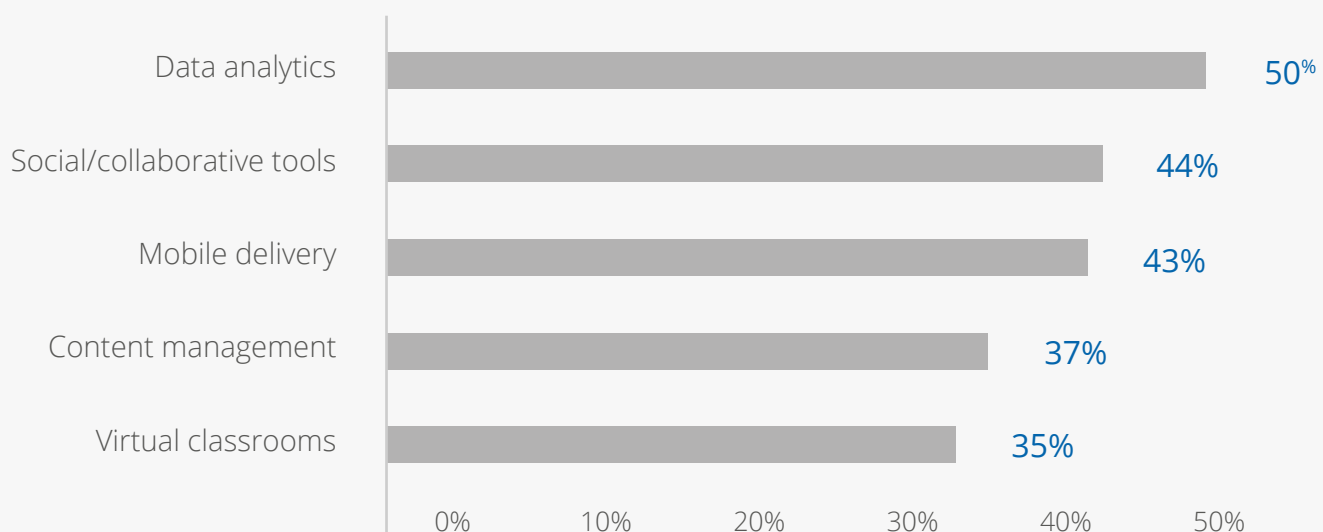
Modern learning technology addresses the enterprise's need to scale their learning programs to generate measurable outcomes. Specifically, a learning platform that combines a formal LMS with social learning and skills management helps businesses connect learning to performance in ways once impossible – especially when they're powered by advanced technologies such as Artificial Intelligence, which is the catalyst necessary to produce automated and personalized learning experiences.

In just the past few years, learning technology has evolved from a simple LMS, designed to house and manage learning content, to cloud-based systems that offered new functionalities designed to bring organizations closer together, no matter their location, and deliver stronger security functionalities. But as technologies outside of L&D continue to advance, this is sparking a growing appetite for smarter enterprise learning offerings for both admins and learners. There is now a wider acceptance of learning technology and a renewed focus on the actual outcomes of learning as an effective way of driving organizational performance, and, therefore, revenue.

Next-generation learning platforms have evolved from rudimentary training platforms used to support compliance-based training to powerful systems equipped with a complete array of features that serve both the administrator and the learner.

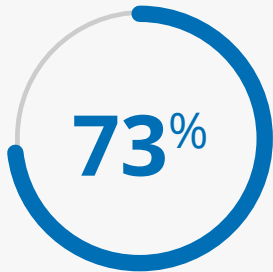
### LEARNING TECHNOLOGY PRIORITIES

**What are your top learning technology priorities for the next 12-24 months?**

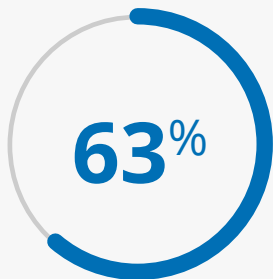




## ACCORDING TO THE PEW RESEARCH CENTER



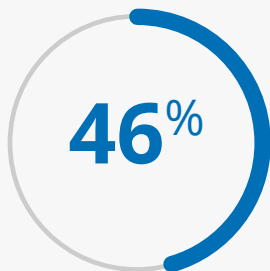
Of adults consider themselves lifelong learners



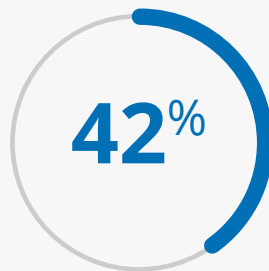
Of working adults are professional learners



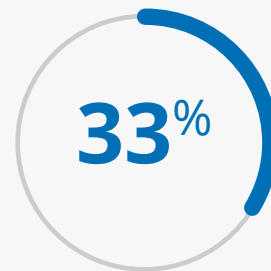
## TOP 5 LEARNING TECHNOLOGY PRIORITIES IN SMALL ORGANIZATIONS



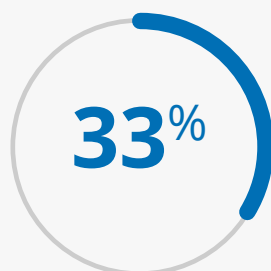
Social/collaborative tools



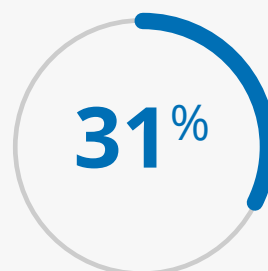
Data Analytics



Content Management

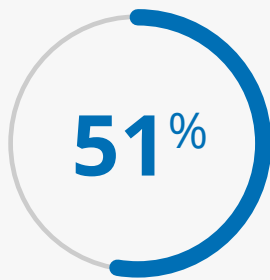


Mobile Delivery

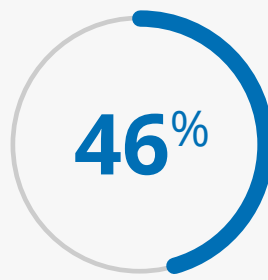


Virtual Classrooms

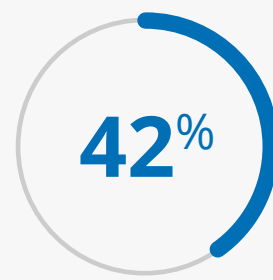
## TOP 5 LEARNING TECHNOLOGY PRIORITIES IN MID-SIZE ORGANIZATIONS



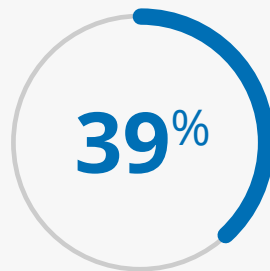
Data  
analytics



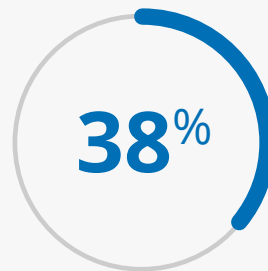
Content  
Management



Mobile  
delivery

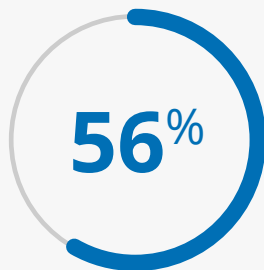


Virtual  
Classrooms



Social/collaborative  
tools

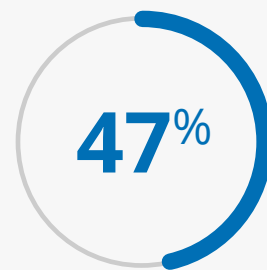
## TOP 5 LEARNING TECHNOLOGY PRIORITIES IN LARGE ORGANIZATIONS



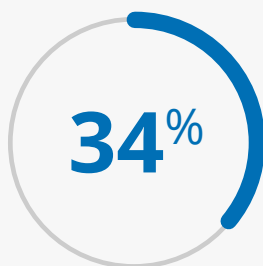
Data  
Analytics



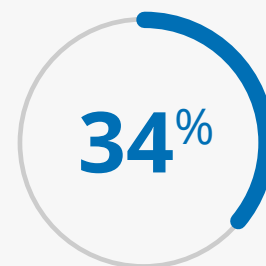
Mobile  
Delivery



Social/collaborative  
tools



Single integrated solution combining learning  
and talent management functionality



Virtual  
Classrooms

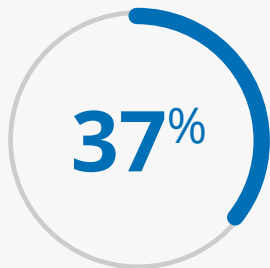
## 10 Mobile Learning Trends You Need to Know

Are you ready for the mobile-first future? Docebo has outlined the 10 top trends that need to be on your radar.



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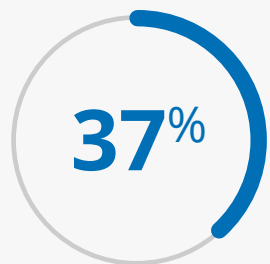
## WHAT'S DRIVING ENTERPRISES TO SWITCH LEARNING TECHNOLOGY SOLUTIONS?



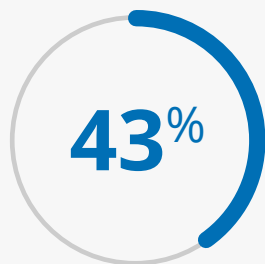
According to the Brandon Hall Group, 37% of organizations are looking to replace their current learning technology solution.

## Top Reasons for Switching Learning Platforms

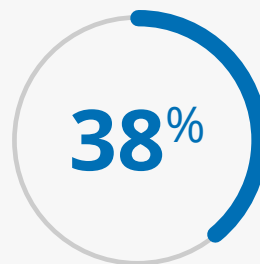
### ORGANIZATIONS LOOKING TO REPLACE LMS



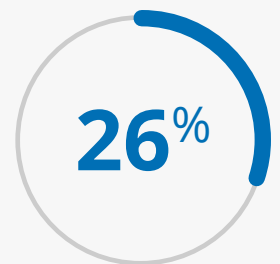
Overall



Large Organizations



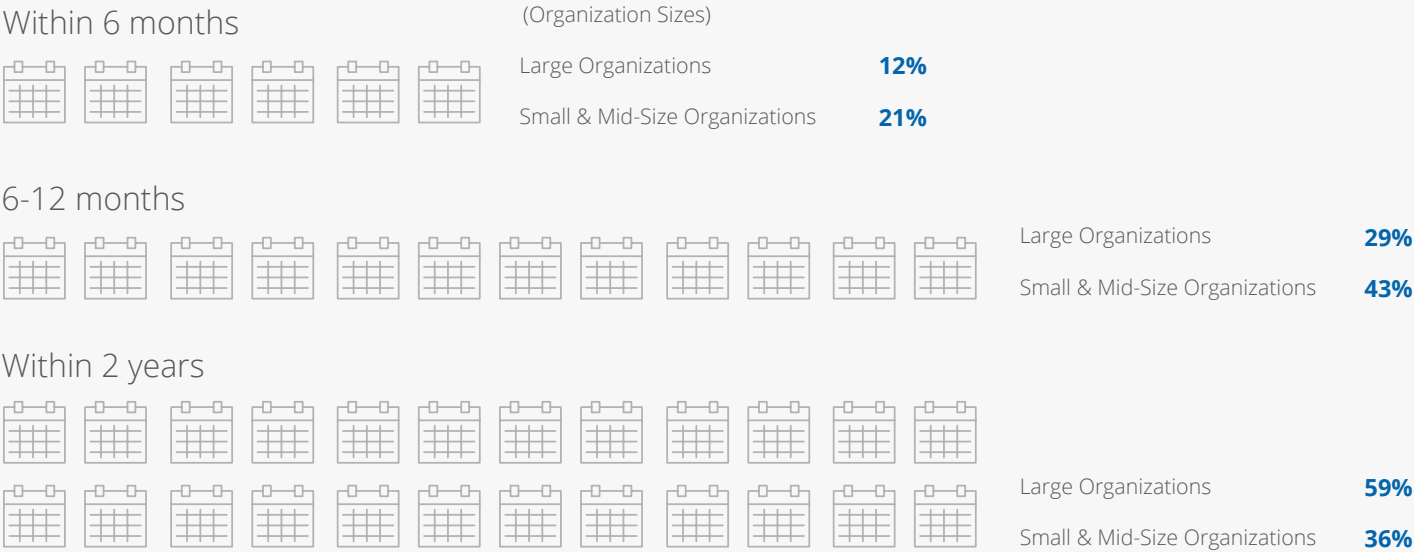
Mid-Size Organizations



Small Organizations

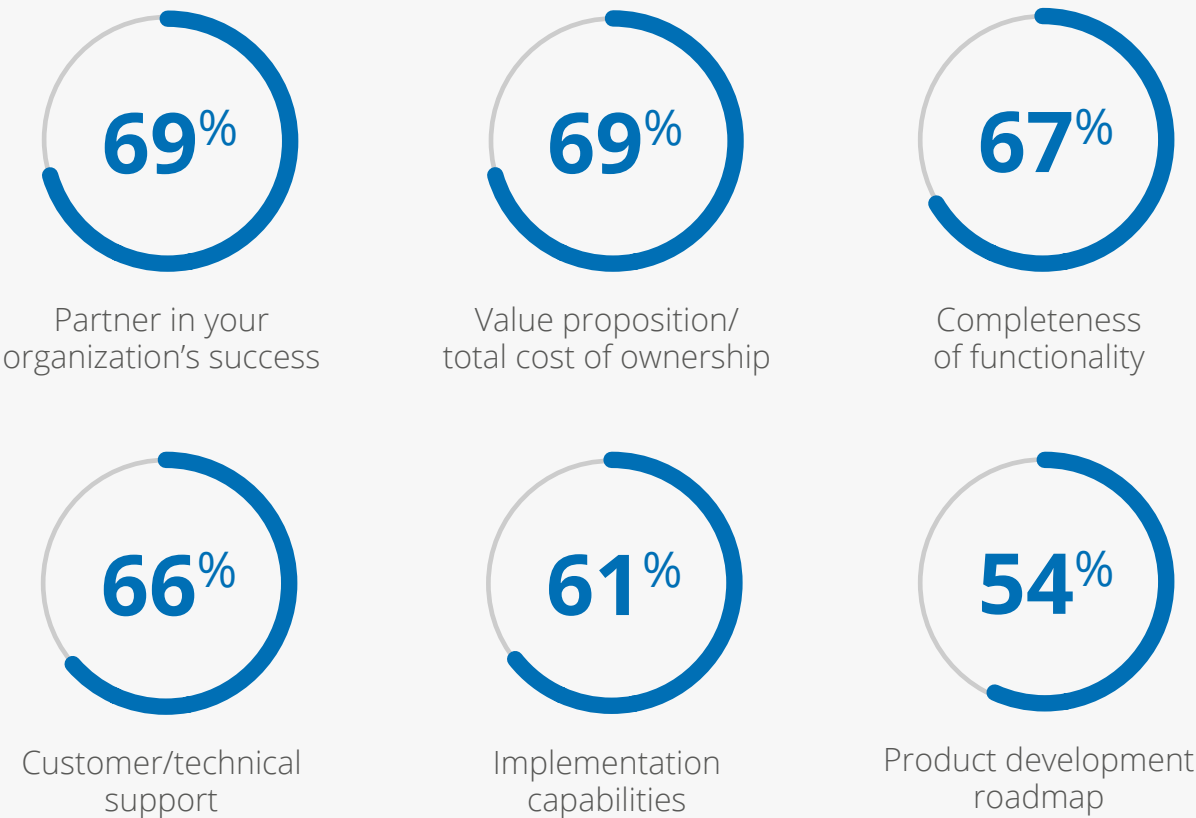


# TIMEFRAME FOR LMS REPLACEMENT



# IMPROVEMENTS DESIRED FROM SOLUTION PROVIDERS

% of Organizations Overall

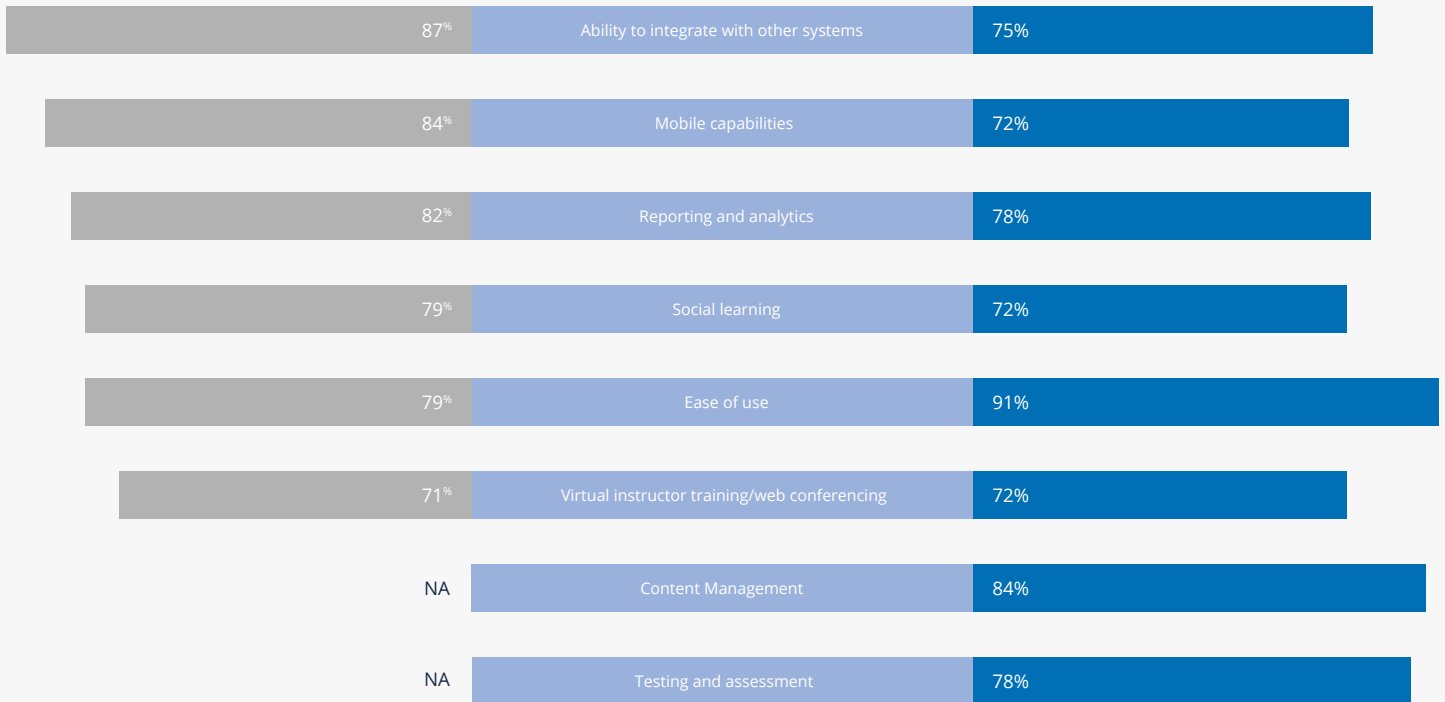




## TOP IMPROVEMENTS DESIRED IN NEXT LEARNING TECHNOLOGY

Large Organizations

Small & Mid-Size Organizations



Source: Brandon Hall Group Learning Technology Study 2017



# Metrics That Matter

Leverage the right data to make the right decisions

	METRICS	BUSINESS IMPACT	LEARNING PLATFORM BENEFIT
	COST	Understand cost reductions/efficiencies connected to learning	<ul style="list-style-type: none"> <li>• Reduce in-person ILT costs.</li> <li>• Eliminate paper-based processes and improve overall efficiency through e-learning.</li> <li>• Reduce the cost of maintaining an on-premise system, including maintenance fees and the cost of implementation and upgrades.</li> </ul>
	TIME	Understand/analyze the impact of learning on performance	<ul style="list-style-type: none"> <li>• Lift administrative burdens and improve efficiencies.</li> <li>• Make it easier for learners to access learning when and where they need it.</li> <li>• Make learning easier to find and reduce the time needed to find the right learning.</li> </ul>
	EMPLOYEE ENGAGEMENT	Understand/analyze employee engagement and its impact on turnover and productivity	<ul style="list-style-type: none"> <li>• Improve employee engagement by offering learners the innovation they expect from the learning experience, including mobile, gamification, and social capabilities.</li> <li>• Improve the learner experience through technology that offers more collaborative opportunities for employees to work together.</li> <li>• Personalize the learner experience with an Artificial Intelligence-powered learning engine to produce better outcomes.</li> </ul>

	METRICS	BUSINESS IMPACT	LEARNING PLATFORM BENEFIT	
	TIME TO EFFECTIVENESS	Measure the ability of an employee to take on more responsibility in a shorter amount of time	<ul style="list-style-type: none"> <li>• Provide an engaging learning experience that makes learning more interesting and aligned to individual needs.</li> <li>• Generate faster competency and skill progression to produce greater performance capacity.</li> </ul>	
	HIGH-POTENTIAL EMPLOYEE DEVELOPMENT	Identify and develop learners that have unique potential	<ul style="list-style-type: none"> <li>• Improve the efficiency of developing high-potential employees by offering a robust learning environment that delivers greater breadth and depth into the blended learning environment.</li> </ul>	
	LEADERSHIP DEVELOPMENT	Develop more leaders rather than recruiting them	<ul style="list-style-type: none"> <li>• Establish greater talent pools for next-generation leaders by leveraging technology that makes it more effective and efficient to develop those who will lead your business into the future.</li> </ul>	
	TEAM DEVELOPMENT	Understand/analyze how to better develop teams	<ul style="list-style-type: none"> <li>• Scale team development capabilities by providing specialized training and helping people to work more effectively together</li> <li>• Give managers more visibility into the learning activities of their teams so they play an active role in their development</li> </ul>	

## Go Beyond Vanity Metrics

Leverage learning metrics that matter to make better decisions



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# Metrics That Matter

## Leverage the right data to make the right decisions

*\*High Performing Organizations (HiPOs): see overall improvement across the following criteria: employee engagement, customer satisfaction, voluntary turnover, organizational revenue/performance, and organizational productivity.*

Source: Brandon Hall Group

	LEARNING STRATEGY MATURITY AND % OF HIPO'S AT EACH LEVEL*	MATURITY AND DELIVERY MODE	LEARNING EXPERIENCES SUPPORTED	EFFECTIVENESS MEASUREMENT
	<b>Innovative - 9%</b>  A formalized strategy is linked to overall business strategy + plus a learning environment that leverages multiple technologies to deliver learning and performance.	Link learning to performance to drive business impact  <b>Delivery:</b> Push and Pull modality across all learning portfolios	<b>Multiple:</b> Social + Experiential + Formal learning  Managed by a centralized + holistic learning platform	Which learning intervention or activity has increased performance?
	<b>Optimized - 34%</b> Learning strategy is defined and decently aligned with business goals. A variety of learning modalities and technologies are deployed.	Support the many ways people learn in the workplace, including social learning, rather than dictating how they learn  <b>Delivery:</b> Push and Pull	<b>Multiple:</b> Social + Experiential + Formal learning  Managed by a centralized + holistic learning platform	<b>All below, plus:</b> <ul style="list-style-type: none"> <li>• Learner + expert contributions</li> <li>• Knowledge exchanges with experts</li> <li>• Viral contributors</li> <li>• Number of answers marked as "best answer"</li> </ul>



	LEARNING STRATEGY MATURITY AND % OF HIPO'S AT EACH LEVEL*	MATURITY AND DELIVERY MODE	LEARNING EXPERIENCES SUPPORTED	EFFECTIVENESS MEASUREMENT	
	<p><b>Standardized - 33%</b></p> <p>Learning strategy is shaped by talent data across the organization and tenuously linked to the business.</p> <p>A modest variety of learning modalities and technologies are deployed.</p>	<p>Traditional blended learning that adapts to various learning styles</p> <p><b>Delivery:</b> Push modality</p>	<p>Learning plans Combine instructor-led and online courses managed by a centralized LMS</p>	<ul style="list-style-type: none"> <li>• Number of programs</li> <li>• Course completion rate</li> <li>• Class attendance</li> <li>• Completion rate for elective courses</li> </ul>	
	<p><b>Developing - 19%</b></p> <p>Learning strategy is loosely defined + executed in a static, traditional environment. Outcomes are hard to determine.</p>	<ul style="list-style-type: none"> <li>• Self-paced, online</li> <li>• instructor-led</li> </ul> <p><b>Delivery:</b> Push modality</p>	<ul style="list-style-type: none"> <li>• Instructor-led classes</li> <li>• Online courses</li> </ul>	<ul style="list-style-type: none"> <li>• Number of programs</li> <li>• Course completion rate</li> <li>• Class attendance</li> <li>• Completion rate for elective courses</li> </ul>	
	<p><b>Non-existent - 4%</b></p> <p>L&amp;D is non-existent with no true link to business outcomes.</p>	<ul style="list-style-type: none"> <li>• Event-based learning</li> </ul> <p><b>Delivery:</b> Push modality</p>	<ul style="list-style-type: none"> <li>• Instructor-led classes only</li> </ul>	<ul style="list-style-type: none"> <li>• Number of courses</li> </ul>	

## Establish a Culture of Continuous Learning

Fostering a culture that places learning and skills development at its core grants any organization the strength and adaptability to overcome challenges as they arise.

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# Learning Platform Investment and Costs

While yesterday's legacy, on-premise solutions were sold as software licenses, most learning technology systems are delivered via SaaS as recurring subscriptions.

When it comes to learning platform licensing, there are six models that will determine the cost of your technology subscription. Aside from potentially overpaying for your solution, it's important to understand license models because it can help to determine the upfront and ongoing costs of your technology and help you build a better business case for investing in a modern learning platform.

### REGISTRATION MODEL

Calculates usage based on user metrics, such as: how many users log in to the platform, how many users register for a course, or how many users buy content or earn a certification.

### ACTIVE USER (USAGE)

Similar to the registration model, the active user (usage) model defines learners via certain criteria: when an account is created, when a user logs into the system, or when a user interacts with content. However, learning platform buyers only pay for the first interaction (whether a user logs in once or a thousand times).

### ACTIVE USER (NAMED)

The active user (named) model is the most traditional learning technology license model. The buyer pays for a specified number of accounts (defined as an active record, username, and password), whether these users actually use the system or not.

### PRODUCT BASED

In a "product-based" licensing model, the term "product" is synonymous with courses or curriculums that are for sale (listed within the learning platform). As such, the sale of content is the primary driver for "product-based" models.

### REVENUE SHARE

Registration model tailored to the sale of content, usually expressed in terms of revenue percentage awarded to the learning platform vendor.

### UNLIMITED

An "unlimited" model typically doesn't count users or usage; however, there is still a lot of variance with this type of model. Some platforms don't charge user fees, while others offer an "unlimited" enterprise price after surpassing a user or revenue threshold.

Docebo employs an active user model, designed for scalability to meet the current and future learning needs of your organization, based on your number of learners, features needed, and services provided.

	GROWTH	ENTERPRISE
	Built for your growing learner base. Launch quickly and scale with ease	Become a high performing learning organization, drive employee, partner, and customer growth
Users Threshold	Up to 300 Active Users (unique users who log in and access content within a 30-day cycle).	Custom

## Building a Better Learning Budget

Crafting a lean, comprehensive, surprise-free budget for your learning project has never been more critical



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## Together, let's 'Get The Yes'

NOW THAT YOU'VE GOT A HIGH-LEVEL UNDERSTANDING OF HOW A LEARNING PLATFORM CAN TAKE YOUR ORGANIZATION'S L&D PROGRAM TO THE NEXT LEVEL AND THE INVESTMENT REQUIREMENTS INVOLVED, IT'S TIME TO BUILD AN AIR-TIGHT LEARNING PLATFORM BUSINESS CASE EXECUTIVES WON'T BE ABLE TO TURN DOWN.

DOCEBO HAS DEVELOPED A HEALTHY ROSTER OF RESOURCES FOR YOU TO CONSULT AND HELP YOU BUILD OUT AN EVEN MORE IN-DEPTH KNOWLEDGE ARSENAL FOR YOUR LEARNING PROJECT:

[Building a Business Case](#)

[ROI Checklist](#)

[Presentation Guide](#)

[Handling IT Objections](#)

[Implementation Starter Guide](#)

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