Brandon Hall
GROUP

Harnessing the power of XML for single source content and robust design solutions

Rogers Communications
Best Advance in Content Management Technology

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EXCELLENCE IN
TECHNOLOGY AWARDS
BRONZE
2017

Company Background

ROGERS™

Company At-a-Glance	
Headquarters	Toronto
Year Founded	1960
Revenue	13.7 Billion (CAD, as of 31st December 2016)
Employees	25 000
Global Scale (Regions that you operate in or provide services to)	Canada
Customers/Output, etc. (Key customers and services offered)	Cable internet, cable television, home phone, wireless telecommunications, smart home monitoring systems; Medias: print, radio, TV.
Industry	Telecommunications
Stock Symbol	NYSE: RCI / TSX: RCI.A & RCI.B
Website	www.rogers.com

Value Proposition

These audiences range from retail agents to customer-contact center agents, to field and technical support employees, as well as administrative and leadership staff. Trained with a diverse range of learning assets: web-based training, instructor-led training, blended training and Job Aid/Coaching Kit. Many learning assets are shared by two or more training curricula.

In the telecom sector, tools, products, procedures and processes change rapidly. This requires frequent updates to learning material. Updating training material used to be a complex and frequent task, often requiring rewriting entire learning assets almost from scratch and then uploading them to the LMS. All of these tasks placed a heavy burden on internal resources, which resulted in a heavy dependency on external vendors to meet business clients' learning needs

As a result, Rogers implemented a Content Management System from Xyleme, their self-titled product Xyleme, which allows designers to reuse content in any curriculum or course. In effect, the reused content is linked from a single source stored in an XML database, to any course that makes use of it. By updating the source content, changes cascade to all linked courses in the authoring tool.

Moreover, they are able to create a variety of publishing templates; one for every line of business and their respective asset types. Therefore, if they have to produce a Leader Guide and a Job Aid, the designer can write the content once, with each asset being published as a standalone product using different publishing templates. They are able to adjust the branding of those templates, making it possible to republish older courses without having to rewrite the entire material due to branding issues. They could potentially update the branding across 1,000s of courses by adjusting a single template!

All of this enables designers to design more efficiently, reducing reliance on external vendors to produce the number of learning hours required by business clients.

Finally, the reporting feature allows us to track with precision the degree of success of a given initiative. It allows for calculations of passing rate and other metrics. This in turn can help us determine the value of a given initiative. By comparing different initiatives, they will foster a better learning experience. The goal is to become better strategic partners for the business when it comes to designing trainings that fit the business's needs and reducing reliance on vendor hours.

Product or Program Innovation

Xyleme integrates the authoring, content management, and publishing functionalities. That integration is what allows the updates of material to cascade over all concerned courses by a single click. The workhorse of those functionalities is the XML technology, and its integration into a Content Delivery Server (CDS).

They implemented efficient processes to leverage those capabilities and created writing standards to guide designers in their writing exercise and to better write for content reuse.

In order to implement this new tool, they used a strategy of socio-constructive learning. They held numerous workshops and virtual sessions to help develop their skills for this new tool. To encourage social learning, they leveraged Yammer (an internal social communication tool) in building a repository of knowledge and fosters another locus of learning interactions among designers.

They also identified work streams necessary for Xyleme's implementation. They engaged designers and other employees of Design and Development in the conversations to work on these tasks. They have several working groups dealing with templates, writing for reuse, integration, content and migration strategy, administration, Xyleme document standards, and CDS.

Rogers engages a number of 3rd party call centers that train their own customer service representatives. To ensure the 3rd party facilitators were using the latest ILT content, Rogers designed and implemented an authentication solution to give those facilitators access to the Xyleme CDS content through a custom portal called the Training Material application. The implementation team worked closely with each 3rd party company to refine and test the authentication solution, and to ensure the network on both sides enabled access to the content. This was not a simple undertaking, since each of the 3rd party sites have a different network setup. When the final solution was in place, Rogers rolled out training to each of the 3rd party companies. As a result of this implementation, Rogers' 3rd party facilitators now have self-serve access to the latest ILT training content.

Figure 1: Program Implementation Model
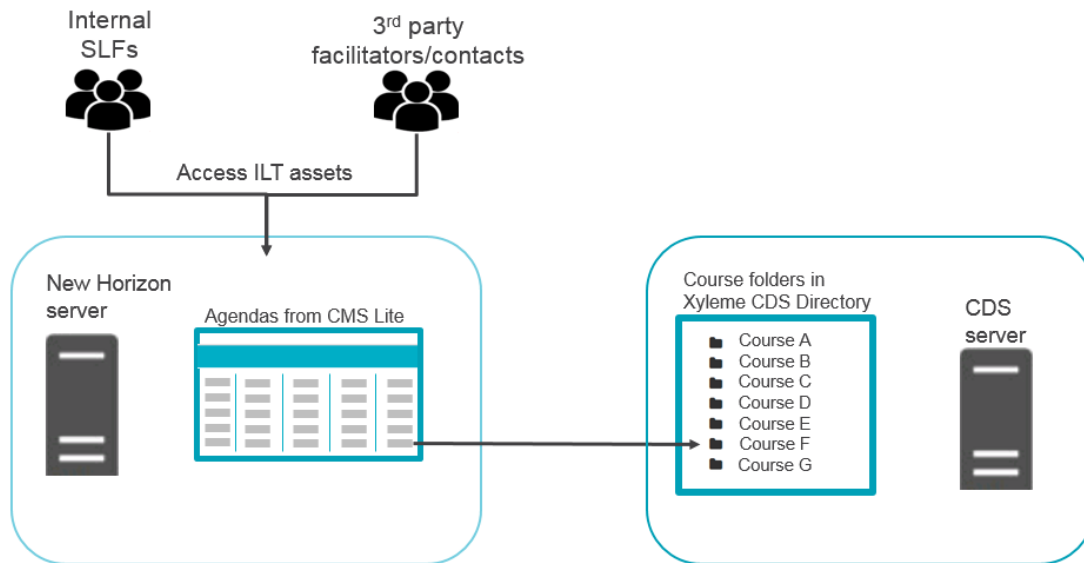
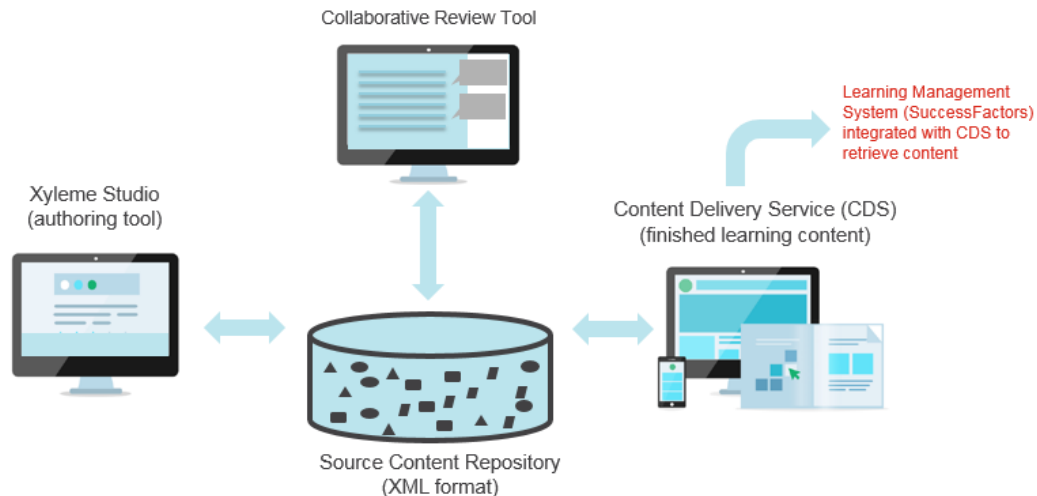Source: Rogers Communications 2018

Unique Differentiators

The major innovation with Xyleme is that it leverages XML technology. This allows us to design content that is shared among many courses and update them all by a single click. That technology also allows for the integration of a front-end design and authoring tool and content management capabilities.

With XML, "content chunks" are tagged to fit in a specific place on each of templates, so they can publish directly from Xyleme to many different documents such as PDF, PowerPoint, Word, and HTML. These can be branded to align to each line of business such as Fido, Rogers, etc.

Because XML allows for the integration of text and media into a format readable by any computer or device, it is easy to maintain a server for delivery of the content. This server enables facilitators to access to the materials by PC or from their mobile devices. They can download the material from anywhere, anytime, so they can better prepare for their classes. Therefore, Xyleme allows for an integrated solution for creating, managing, and distributing content.

Figure 2: Platform Components

What are the main components of the Xyleme platform? ("SaaS")

Collaborative Review Tool

Learning Management System (SuccessFactors) integrated with CDS to retrieve content

Xyleme Studio (authoring tool)

Content Delivery Service (CDS) (finished learning content)

Source Content Repository (XML format)

Source: Rogers Communications 2018

Measurable Results

There was an increase in productivity by 45% with no increase to headcount. To add, with Xyleme it takes a designer an average of 61 hours to produce one hour of learning. Without Xyleme it takes 92 hours for a designer to produce one hour of learning. This is a 44% increase in efficiency. Production increases are attributed to these Xyleme benefits:

- Update and deliver the same content to multiple audiences, in multiple branding formats, across different lines of business.
- Single-sourced content, giving us the ability to update portions of a given course and with a touch of a button cascade them across all shared content.
- Translation import function eliminates the need to reformat French text.

About Brandon Hall Group

Brandon Hall Group is a 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 and more than 20 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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