Managing the Complexity of **Modern Learning Technology**

Research Summary

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Brandon Hall GROUP

Brandon Hall Group Research Team

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Demographics - 2018 Learning Technology Study

309 Total Responses

39 Countries

- 63% US/Canada
- 26% EMEA
- 9% APAC
- 2% Carribean/South America

32 Industries

Top 5: Technology/Software (18%); Consulting/Business Services (14%); Education (12%); Health (5%); Retail (5%); Manufacturing (5%)

Small, Mid-Size, and Large Organizations

38% Less than 500 employees

25% 501-4,999 employees

37% 5,000+ employees

28% Learning/Leadership Development Professional
21% Technology/Production Role
20% Head of Learning/Leadership Development
17% Executive/Senior Leadership
4% HR/Talent Management Head
6% HR/Talent Management Professional
3% Business Unit Operations Management
1% Talent Acquisition Head or Professional

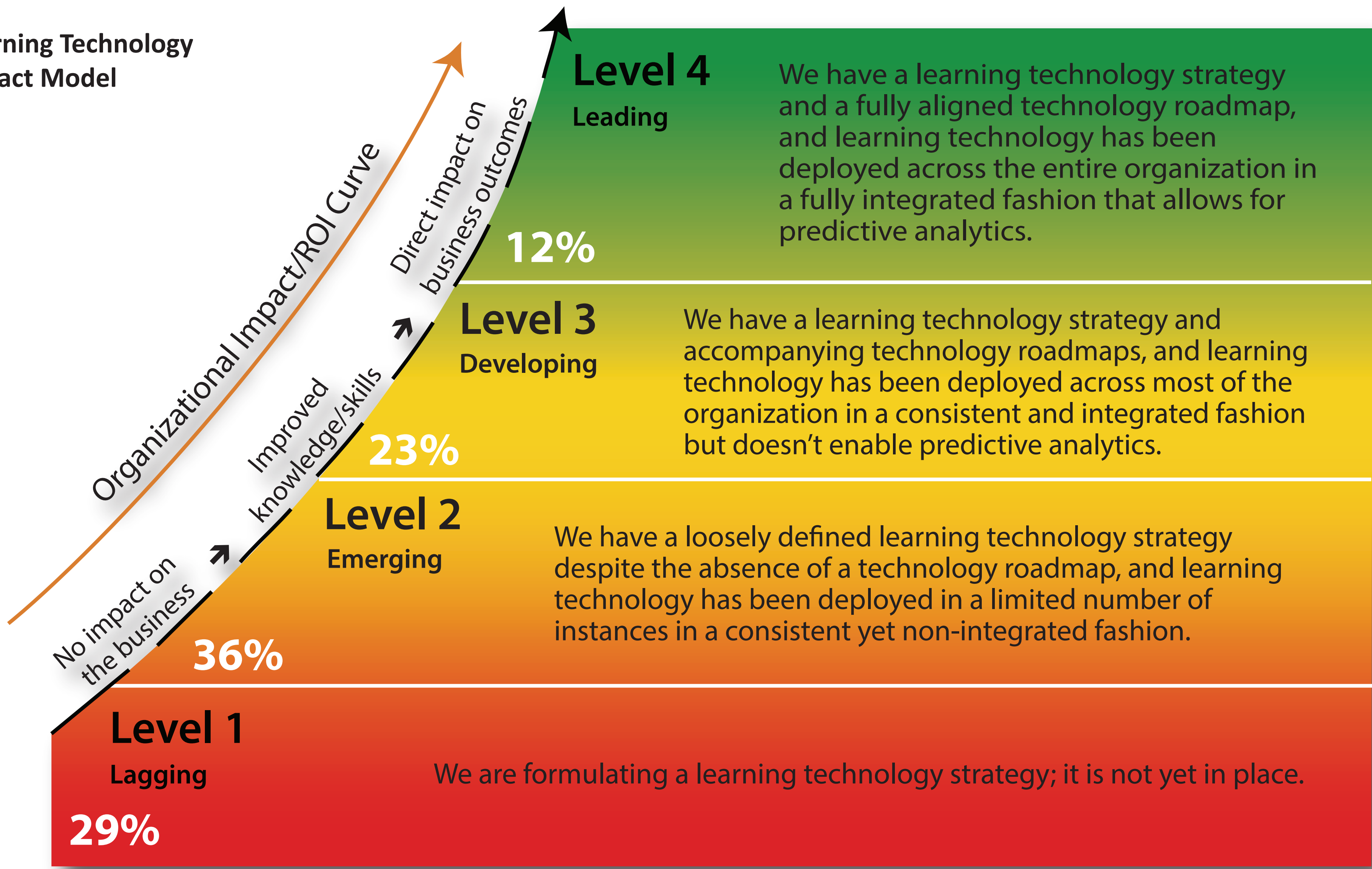
Introduction

In a relatively short period of time, the learning technology landscape has exploded from a set of well-defined resources, like an LMS or authoring tools, to a vast array of solutions aimed at delivering a variety of learning experiences and content across the spectrum of devices and media. Organizations used to have a single line-item in the budget for technology, but today there could be dozens of platforms simultaneously deployed.

The LMS is still the mainstay, with 82% of companies reporting they use at least one. More than one quarter of those that use the technology have more than one LMS solution deployed. For those companies without an LMS, 82% of them have fewer than 1,000 employees.

The complexity of the technology landscape means organizations must be highly prepared to navigate if they want to be sure they deploy the best solutions to execute their learning strategy. Unfortunately, nearly two-thirds of companies have either a poorly defined technology strategy, or — worse — no strategy at all.

Learning Technology Impact Model



Source: 2018 Brandon Hall Group Learning Technology Study (n=309)

Level 2
Emerging
36%

We have a loosely defined learning technology strategy despite the absence of a technology roadmap, and learning technology has been deployed in a limited number of instances in a consistent yet non-integrated fashion.

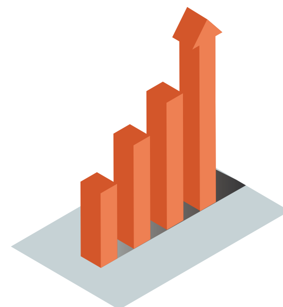
The largest group in this model is the "Emerging" category. These companies implemented learning technology, but they did so without much structure or governance. The solutions they deployed typically aren't integrated with one another, let alone with other systems throughout the organization. There is very little in the way of analytics within this group, if any, and there is essentially nothing tying the technology rollouts back to the business so these companies can't really be sure how well the technology works.

Level 4
Leading
12%

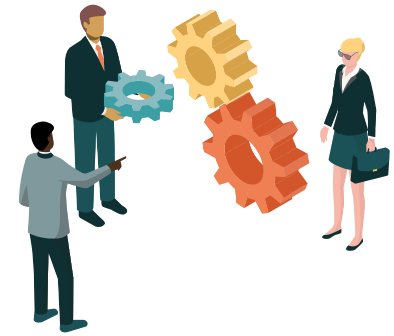
We have a learning technology strategy and a fully aligned technology roadmap, and learning technology has been deployed across the entire organization in a fully integrated fashion that allows for predictive analytics.

Only about one-third of the companies with learning technology in place have mature strategies for their technology integrated with other systems. And while these companies are better positioned to take advantage of their available technology, even fewer have the data analysis in place to draw sound conclusions about learning's impact on the business. While large companies (10,000+ employees) are more likely to have technology in place, the maturity levels remain about the same, with only 12% reaching the highest, or "Leading" level.

Given that more learning solutions are going to be deployed in concert with one another, a strategy centered around integration is critical. Measuring the impact these tools have on learning and the business is much more challenging if a company isn't even sure how they all work together.



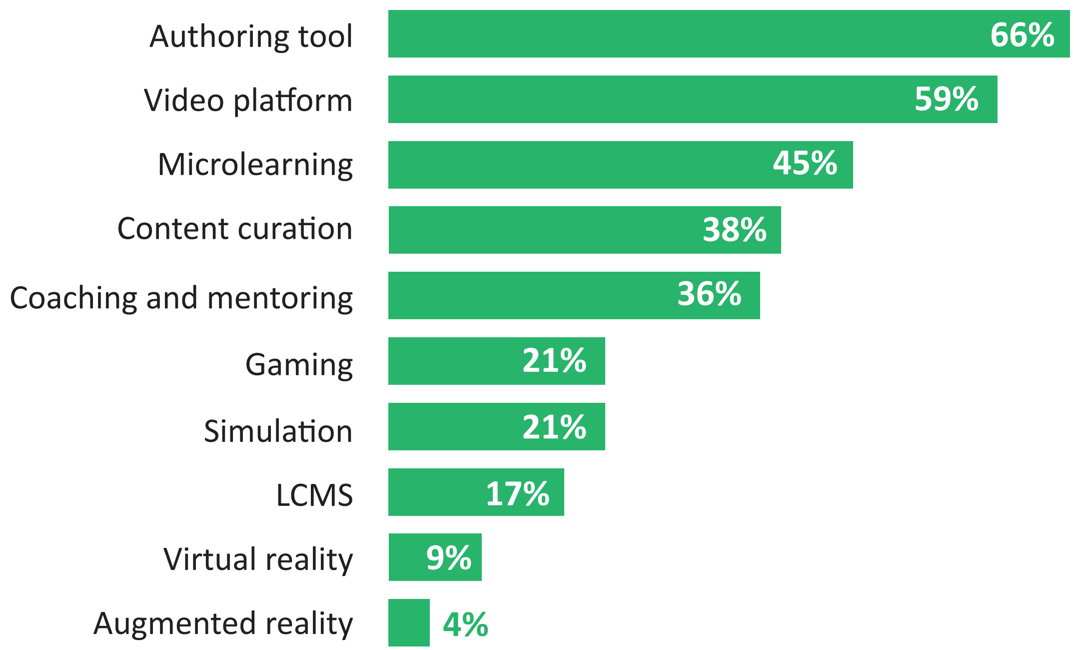
The Learning Technology Landscape Is More Complex



More than 25% of companies that use an LMS employ more than one. In fact, 7% of them have more than three LMS platforms in place. This obviously adds to the complexity of the learning environment even without other types of technology in the mix.

Increasingly, however, it is not just the LMS that must be managed. Companies deploy a host of ancillary, complementary and auxiliary technologies to meet their learning needs.

Learning Technologies Deployed

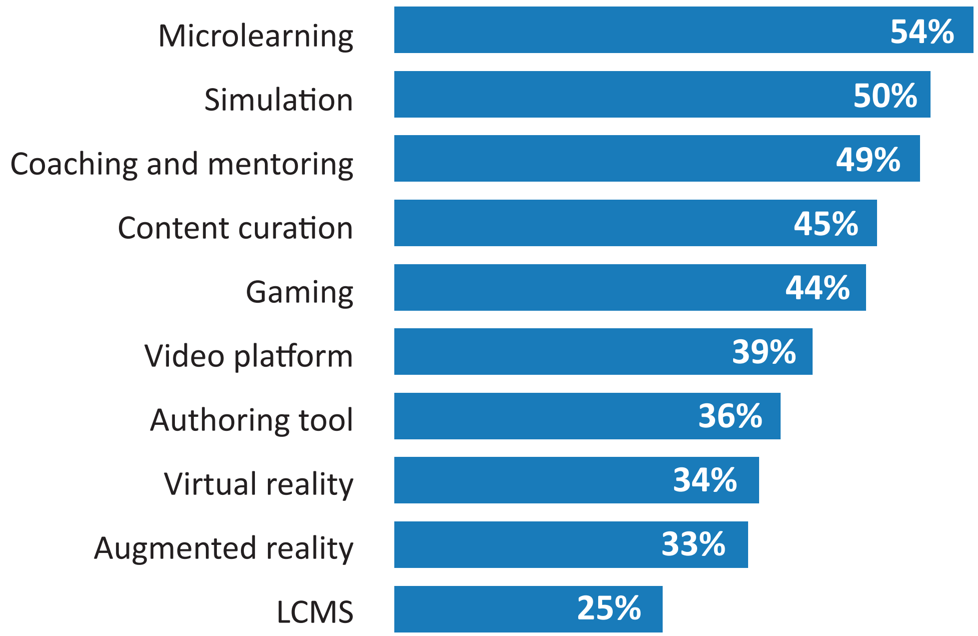


Source: 2018 Brandon Hall Group Learning Management Technology Study (n=309)

In Brandon Hall Group's most recent Learning Content Study, we found that 2% of companies do no internal content development. Two-thirds of the companies in the 2018 Learning Management Technology Study use a proprietary authoring tool. We also see an abundance of technology aimed at a more modern learning experience, with about 60% of companies employing a separate video platform and 45% using a solution to deliver microlearning.

With growing interest in microlearning, gaming/simulations, and virtual and augmented reality, companies must navigate a vast ocean of solutions to find what they need and manage what they choose. Without a solid technology strategy, it's a daunting task.

Learning Technologies to be Added



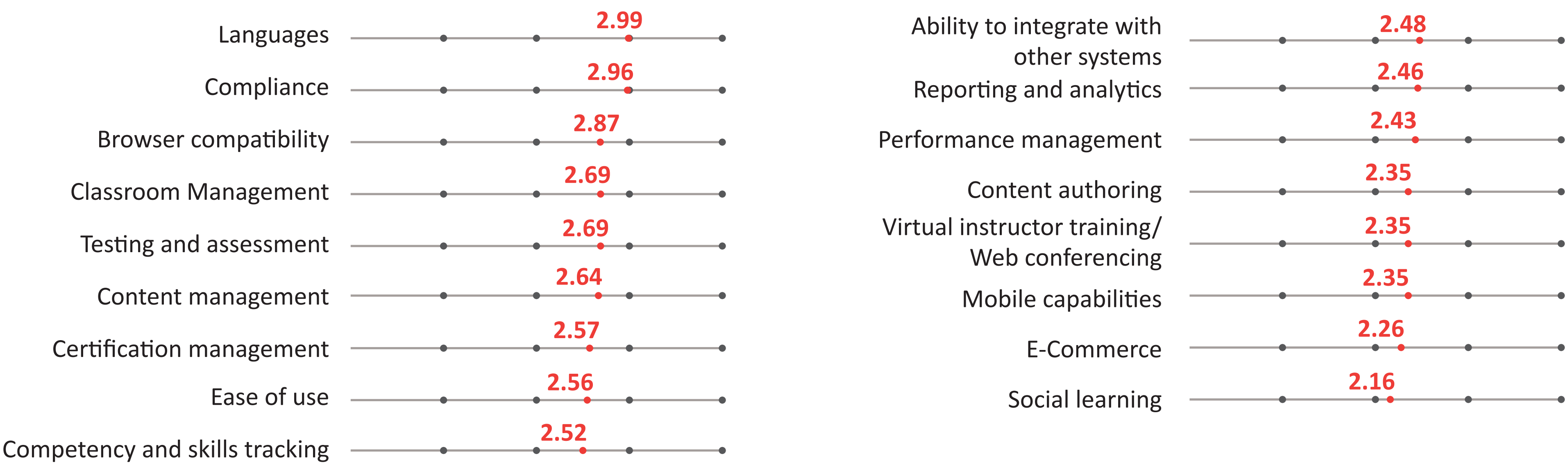
Source: 2018 Brandon Hall Group Learning Management Technology Study (n=309)

Companies Want More

Organizations not only seek to augment their LMS with technology solutions, they also want the LMS itself to do more. Nearly three-quarters (73%) say it is at least somewhat important that their LMS be part of a larger suite of talent management solutions. This provides more seamless integration and data sharing with other platforms in the suite, and integration is one of the areas where companies say their LMS solutions are lacking.

In fact, none of the items we asked about scored higher than a 3 on a satisfaction scale of 1 to 4, including integration.

Satisfaction with LMS Elements

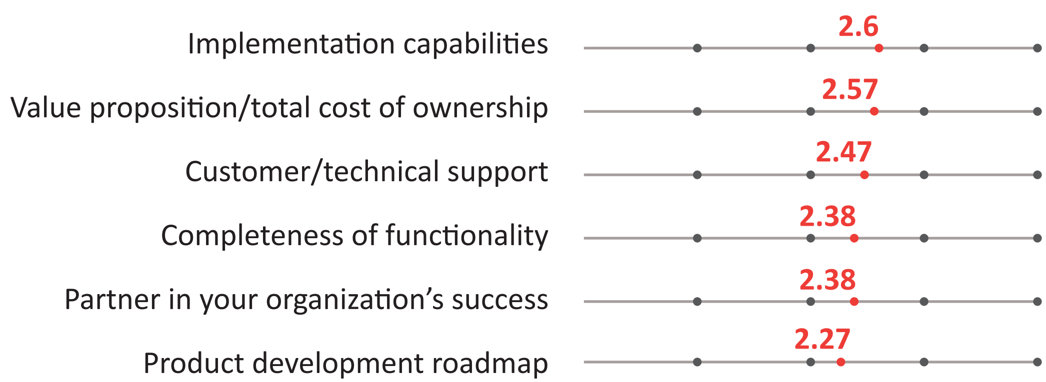


Source: 2018 Brandon Hall Group Learning Management Technology Study (n=309)

As stated, the results point to companies wanting their LMS solutions to do more. Despite being buzzwords of the past several years, mobile and social both get low satisfaction ratings.

Not only is the technology not delivering, but the providers themselves have some improvements to make in how they work with clients. Companies want their LMS provider to be a true business partner with a robust product roadmap (which illustrates the desire for more features and functions). Satisfaction scores for the providers are lower overall than for the technology itself.

Satisfaction with LMS Providers (Scale of 1 to 4)



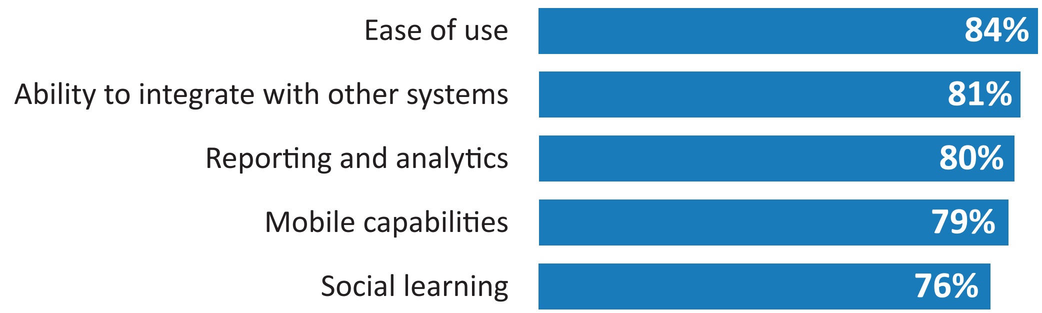
Source: 2018 Brandon Hall Group Learning Management Technology Study (n=309)

The wish list for new technologies, as well as the satisfaction with current solutions and providers, indicates companies demand more from their learning technology. They want to be able to deliver a variety of learning experiences with a series of solutions that seamlessly connect as they manage, track and measure everything.

Seeking Satisfaction

The overall satisfaction rating for LMS technologies is 2.39 out of 4, and 2.38 out of 4 for the providers. This lackluster satisfaction and the momentum for new technologies pushed 37% of companies with an LMS to actively seek a replacement. The number one technology item companies want improved is ease of use, cited by 84% of respondents.

Top 5 Technology Areas for Improvement

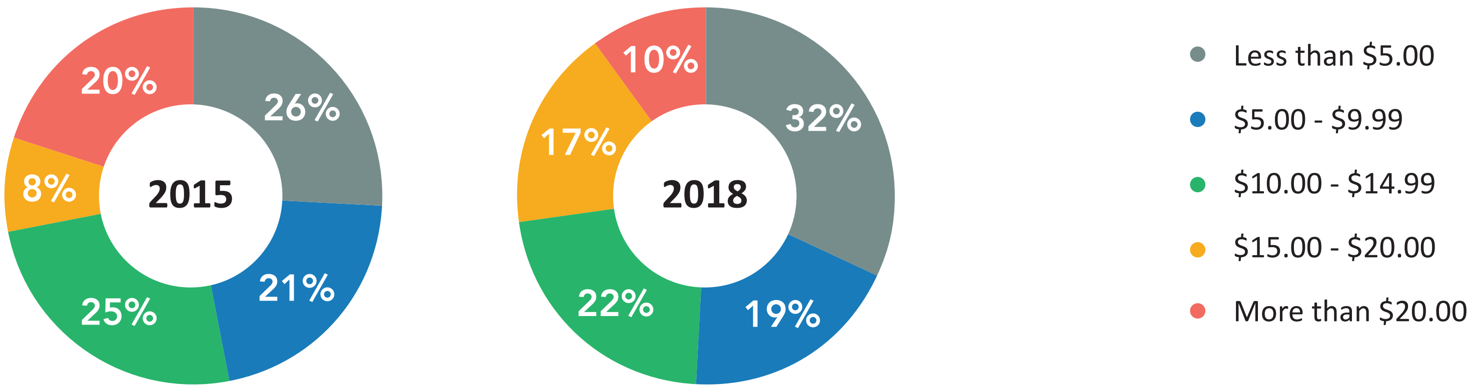


Source: 2018 Brandon Hall Group Learning Management Technology Study (n=309)

All of the provider characteristics listed below rate about equally, with nearly two-thirds of companies hoping to improve these areas by finding a new provider. While most LMS solutions offer more features and functions than ever, it is telling that 67% of companies looking to switch seek more completeness of functionality. This, combined with the fact that companies want to add other technologies to their LMS solutions indicates providers may need to focus on the types of functionality they offer, rather than the number of them.

There is some good news: on average, it is getting less expensive to purchase an LMS. Half as many companies are paying more than $20 per user per year now than in 2015 and more are paying less than $5.

LMS Cost Per User Per Year



Source: 2018 Brandon Hall Group Learning Management Technology Study (n=309)

It is important to note that there was no significant difference in satisfaction with the value proposition of the LMS or in overall satisfaction between companies paying more than $15 per user and those paying less. Spending more is not getting companies what they want. The downward trend in average cost can shed some light on the learning budget for more technology solutions to address areas of concern.

Takeaways

Learning technology success is inextricably tied to planning. Organizations with “leading” or “developing” learning technology strategies have better satisfaction ratings for all of their learning technology than those companies with “emerging” or “lagging” strategies. Having a strategy in place to help inform the selection process means organizations are more likely to choose the right mix of technologies to fit their needs.

When it comes to the technology itself, it is imperative to focus on the learner and the experience they will have. Instead of finding a solution and forcing it upon learners, use a blend of technologies to create experiences to meet the needs of the business and the learners.

The cloud and APIs make it so that any technology solution can communicate with just about any other. Sharing data, logging in users and launching applications from inside another app is now commonplace, requiring less IT investment to ensure everything works together. This also opens up the breadth and depth of solutions an organization can consider. However, having IT on board during both the selection and implementation processes ensures things will work as they should.

Brandon Hall Group Research Methodology

PHASE 01 — Evaluation of Business and Talent Landscape

We study current trends to hypothesize about how they might influence future events and what effect those events is likely to have on your business. We then prepare a project outline and circulate to executives and practitioners in the particular field for feedback and insights before our research survey is developed.

PHASE 02 — Quantitative Surveys and Qualitative Interviews

To test our hypothesis, we gather empirical insights through formal and informal surveys. To check assumptions generated from surveys and to add context to the empirical survey data, we talk to Executives, Chief Human Resources Officers, VPs of Talent and other business leaders as well as HR, Learning and Talent Leaders and employees.

PHASE 03 — Scholarly Reviews and Expert Resident Knowledge

We study and analyze renowned academic research comparing and contrasting their findings to our own and again engage in rapid debate to ensure our findings and analysis stand the tests of business usability. New perspectives are shaped and added as appropriate. Our quantitative and qualitative findings are also shared within our internal research community and rapidly debated in peer review sessions to test validity and practicality.

PHASE 04 — Market Testing and Emergent Trends

We fortify and validate our initial findings, leading practices and high impact processes within the analyst environment, our own Advisory Board and select other clients and prospects that offer fair assessment of the practicality and usability of our findings, practices, and processes. After studying and analyzing all collected data, we see and document patterns emerging within high-performing companies.

PHASE 05 — Analytics-Based Reports and Tools Publication

After verifying our position internally, in alignment with scholarly research, and the market and completing rigorous peer reviews, our findings, leading practices and high impact processes are documented and published, made available to our members, in the form of reports, tools and online searchable databases.

Client-Centered Business Goals

Employer Brand	Business Performance	Client Loyalty	Market Leadership

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

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- Program Design & Deployment
- Technology Selection, Management & Integration
- Organizational Structure
- Measurement & Analytics
- Change Management
- Budgeting & Forecasting

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At the core of our offerings is a Membership Program that combines research, benchmarking and unlimited access to data and analysts. The Membership Program offers insights and best practices to enable executives and practitioners to make the right decisions about people, processes, and systems, coalesced with analyst advisory services which aim to put the research into action in a way that is practical and efficient. Membership also provides you direct access to our seasoned team of thought leaders dedicated to your success, backed by a rich member community, and proactive support from our client services team.

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