

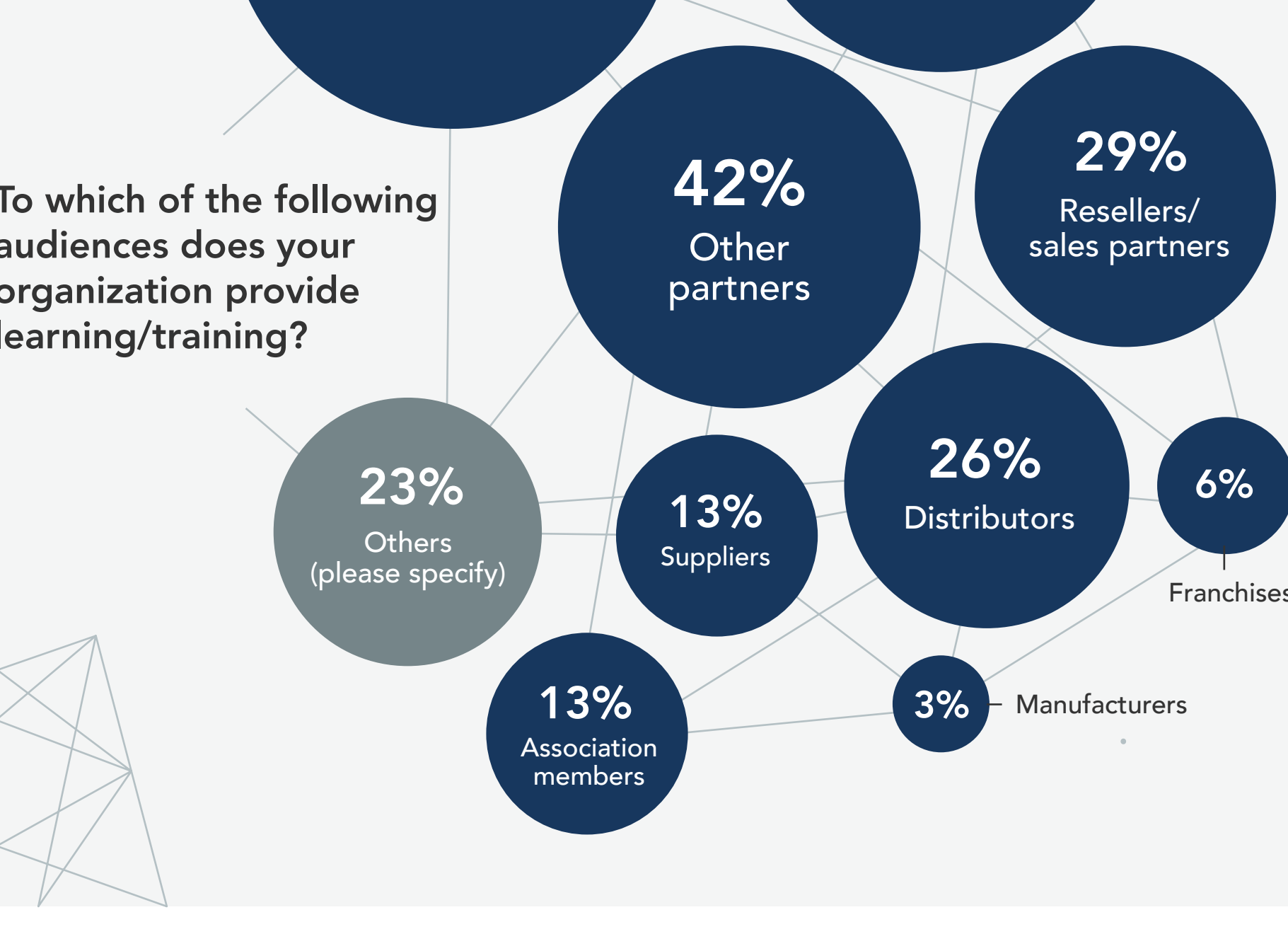
# EXTENDED ENTERPRISE LEARNING

2022

Creating, delivering, and measuring learning for an organization's distributed workforce is a complex undertaking for most L&D teams. However, the challenges and complexity grow exponentially when the learning audience is made up of disparate groups of people that are not employees. This is the extended enterprise, and the learning audiences can include customers, partners, members, and more.

## CURRENT STATE

There are a wide variety of external audiences that require training.

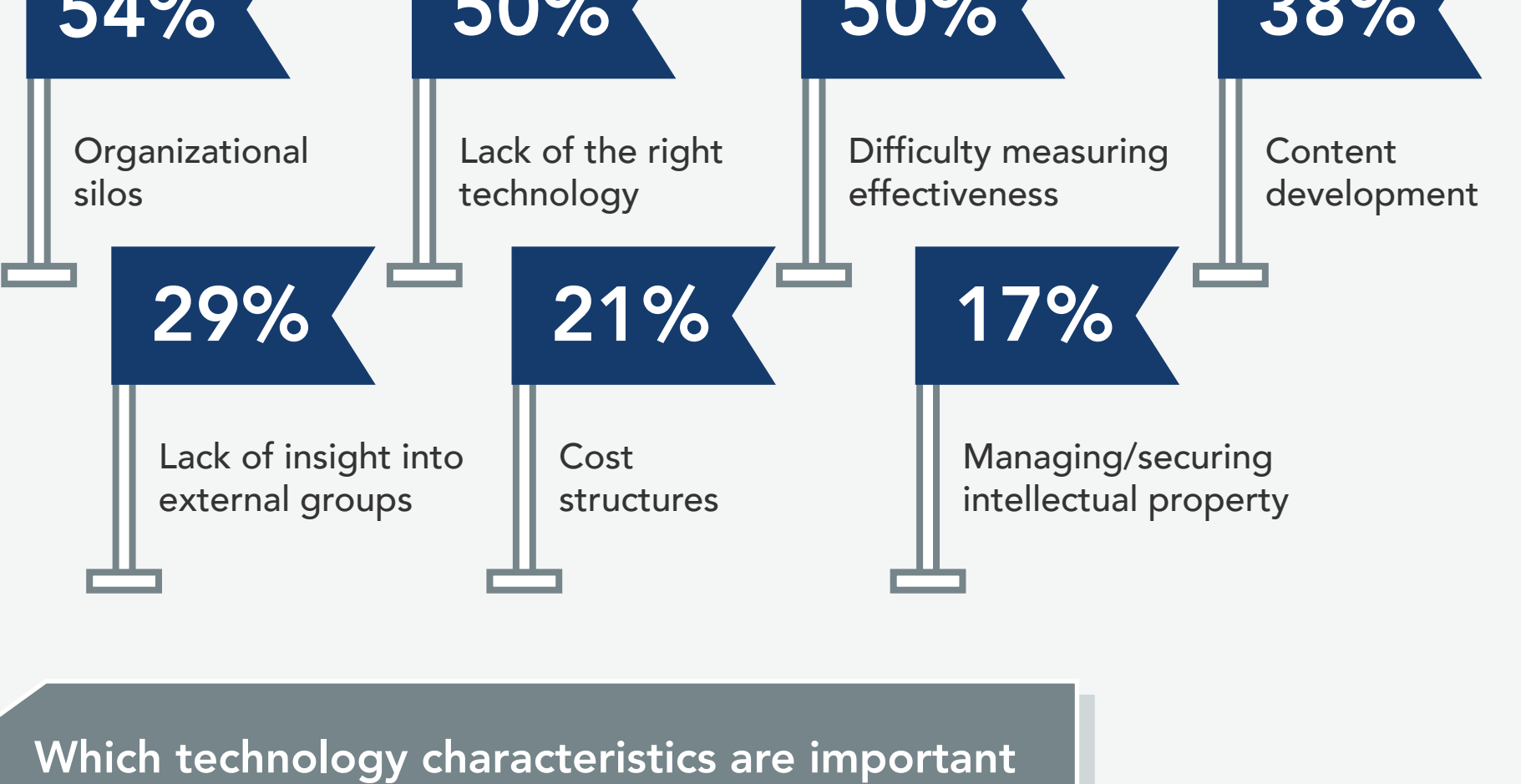


To which of the following audiences does your organization provide learning/training?

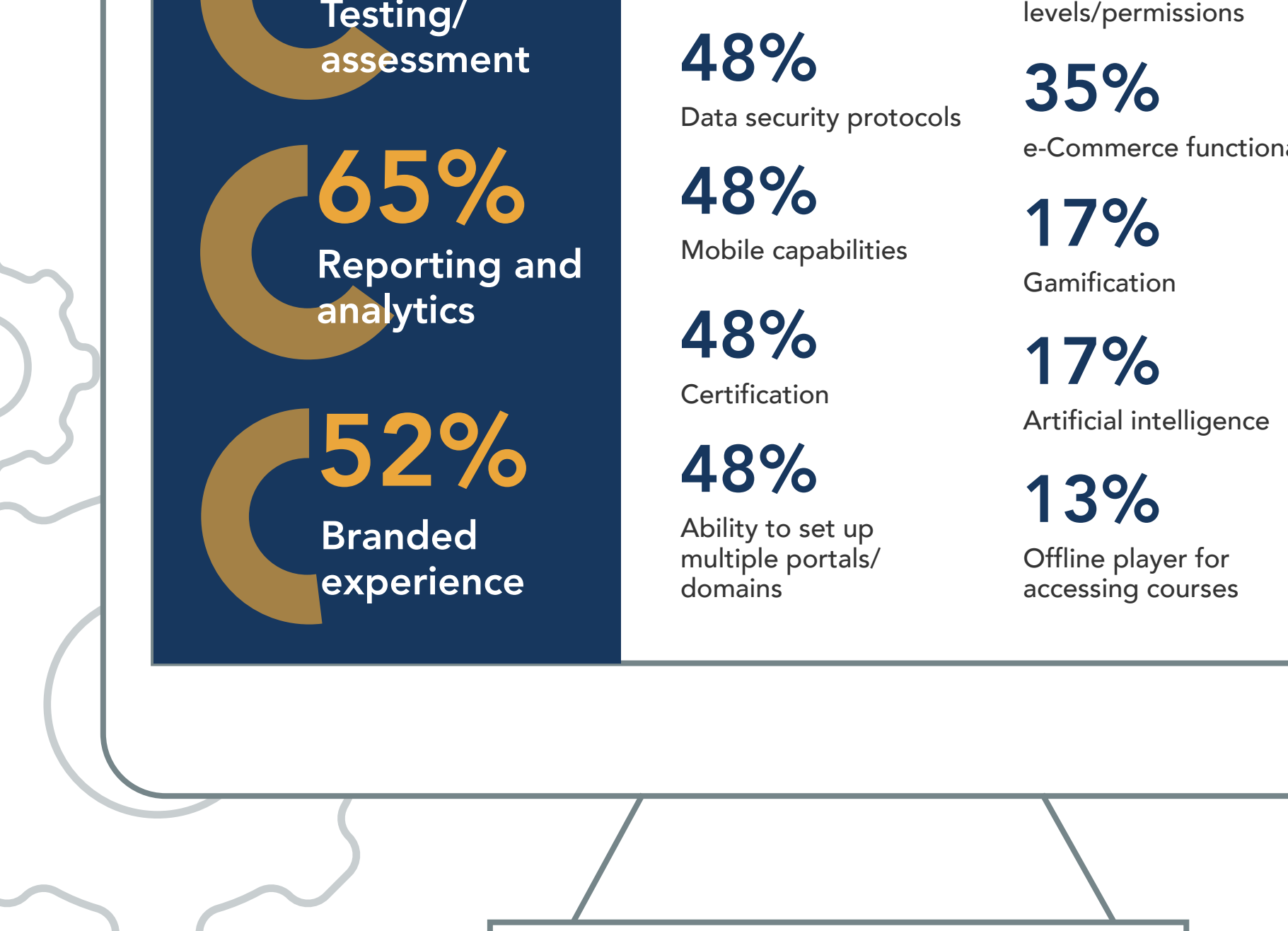
Group	Learning & Development	Sales	Operations	Marketing	Product	Other
Contract/contingent workers	50%	0%	21%	0%	0%	29%
Association members	67%	33%	0%	0%	0%	0%
Customers	24%	12%	29%	6%	6%	24%
Resellers/sales partners	13%	38%	0%	13%	25%	13%
Other partners	17%	17%	25%	0%	17%	25%
Franchisees	100%	0%	0%	0%	0%	0%
Distributors	38%	38%	0%	0%	13%	13%
Manufacturers	100%	0%	0%	0%	0%	0%
Suppliers	25%	50%	25%	0%	0%	0%
Individual Contributors	10%	12%	13%	27%	38%	

## COMPLEXITIES

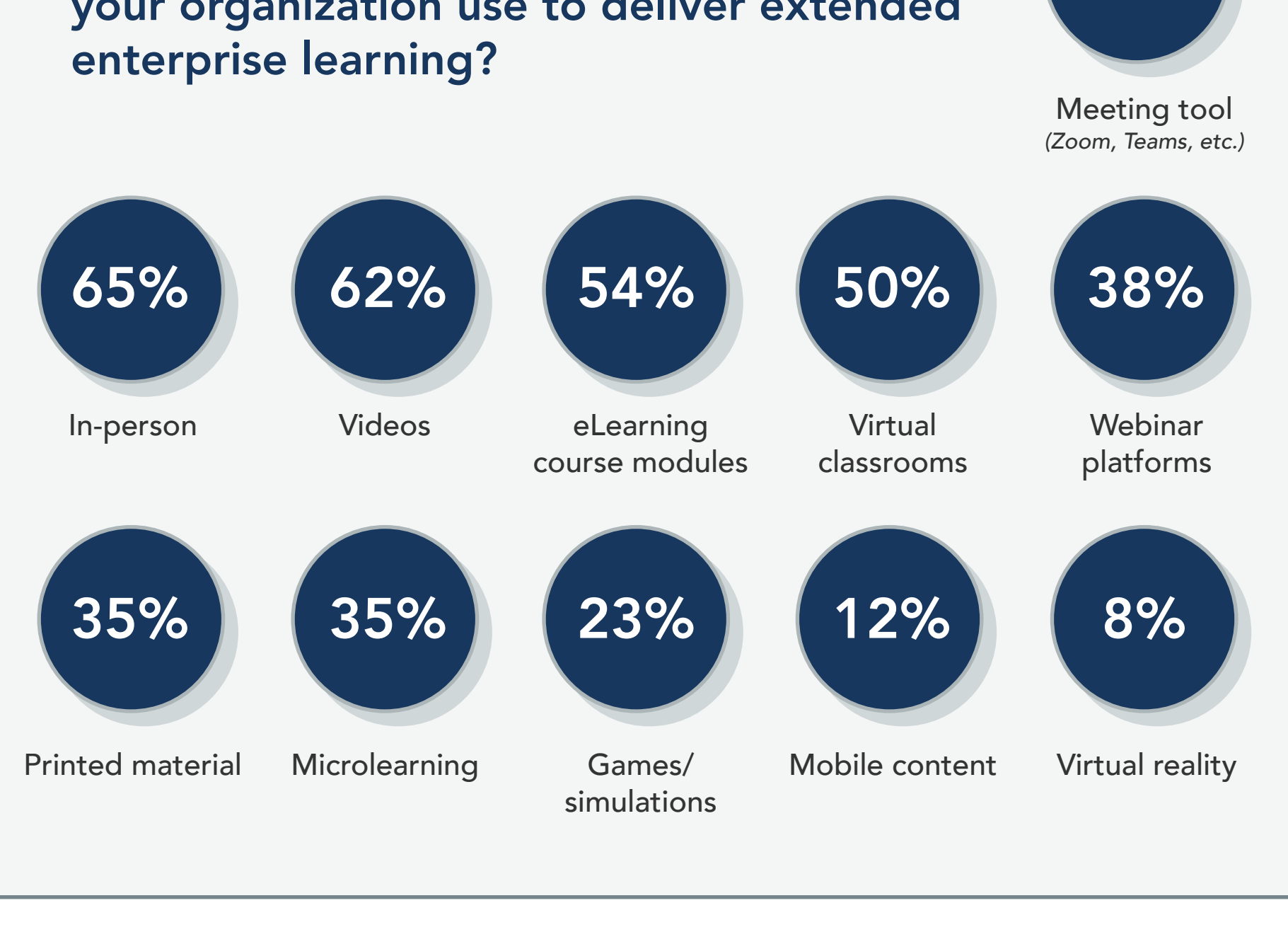
Which of the following are challenges to delivering extended enterprise learning?



Which technology characteristics are important to support extended enterprise learning?



Which of the following methods does your organization use to deliver extended enterprise learning?

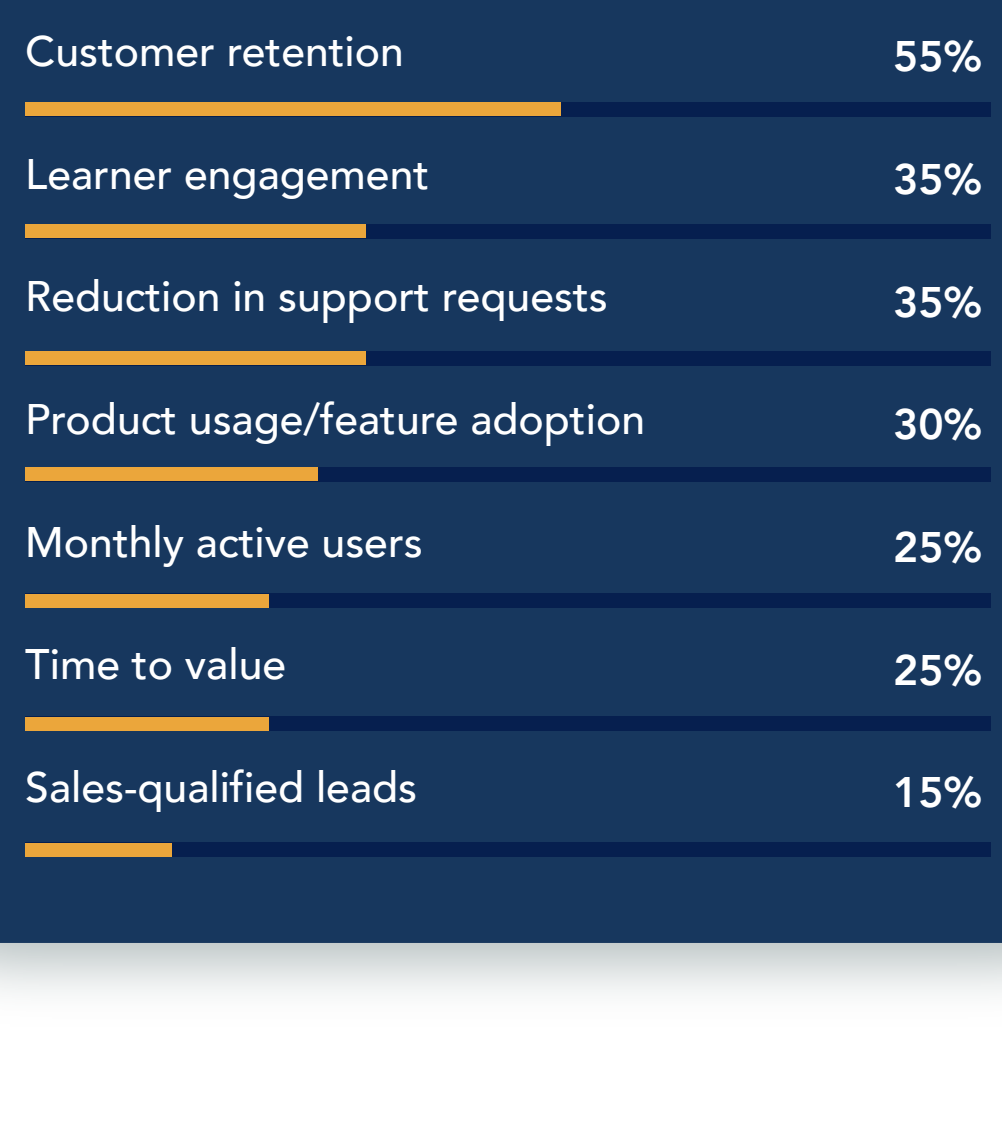


## CONSEQUENCES

How does your extended enterprise learning help your business?



How does your organization measure your return on investment (ROI) on your extended enterprise learning programs?



## CRITICAL QUESTIONS TO CONSIDER

- 1 Are there audiences within the organization's external ecosystem that would benefit from training developed by the organization?
- 2 How does the organization stand to benefit from training any or all of these groups?
- 3 Can we leverage our learning and development efforts externally to generate revenue?
- 4 Do we have the right technology/infrastructure to deliver to these audiences?
- 5 How do we measure the effectiveness of our efforts?

1 Build the business case behind delivering learning to specific external audiences

2 Identify your organization's extended enterprise audiences and who owns those relationships

3 Look for technology that is designed to handle unique extended enterprise use cases

4 Determine if there is an opportunity to generate revenue, then define the system for doing so

5 Make sure you have a framework and defined KPIs for measuring success

## STRATEGIES FOR EXTENDED ENTERPRISE LEARNING