

# The Strategic Value of Learning to the Corporation

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- **Independent Learning Analyst & Consultancy**
  - Corporate Best Practice Research & Services
  - Corporate Strategy & Advice
  - Founded in 1996
- **Specific Interest Areas:**
  - Future of learning, learning & e-learning strategy, blended learning, Enterprise LMS, measuring value & ROI, leadership development, sustainability, learning maturity, e-communities, e-assessment, ...
- **Customers:**
  - B&Q, BP, BT, Cable & Wireless, Chubb Insurance, Coca-Cola Europe, HSBC, Marks & Spencer, PricewaterhouseCoopers, RBS, Reuters, Unilever, Vodafone, ...

- **Why is Learning more than Tactical?**
- **How Can Learning Be a Strategic Enabler?**
- **What are leading UK companies doing today?**
- **What lessons have been learned by these companies?**

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## For large corporates ...

- **Knowledge and Human Capital are your key assets**
  - And your key differentiator
- **“Learning” is a key process in developing that asset**
- **E-learning is a key (and established) component of the learning strategy**

## For the “average” company ...

- **Compliance and “cost of operation” are the dominant business drivers**
- **Learning is not effectively or efficiently managed**
  - Learning strategy is still tactical
- **FTF/Classroom is still dominant**

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- **Are focusing on Value Alignment and Performance**
- **Resulting in the transformation of how learning is accessed and delivered as well as what is delivered**
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# Learning Maturity

Business Value

high

low

**Transformational**

- Learning capabilities create business capabilities
- All learning personalised to specific context
- Focus on business transformation
- High synergy with knowledge creation, management and distribution

**Performance-driven**

- Learning-driven by real-time business performance
- Learning embedded in real-time business processes and systems

**Value-aligned**

- Creation of a central learning catalogue
- Centralised training management processes and systems
- Remove duplication of courses
- Management approval processes
- Centralised tracking and reporting of activities

**Managed**

- Introduction of metrics and valuation process
- Linkage of learning to value framework (either outcomes or competency-based)

**Ad Hoc**

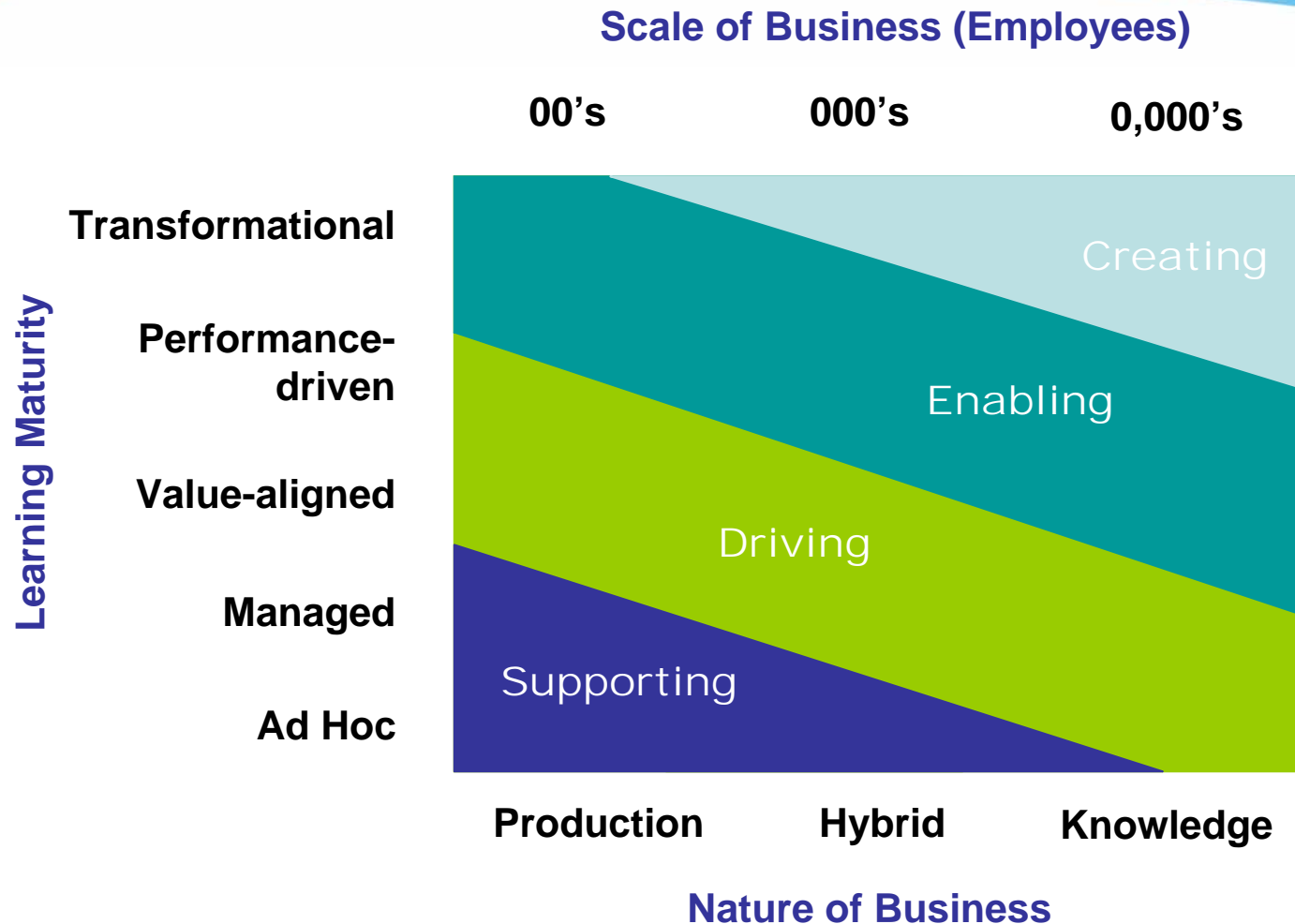
low

high

Control

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# Role of Learning Technology



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- **Learning needs to transform (or risk being outsourced!)**
  - Coherent management infrastructure
  - Strict value alignment to (short and long term) business drivers
    - » Performance, Cost of Operation, Compliance, Risk Management
  - Go beyond “managed” and become “enabling” and “transformational”
  - Mainstream adoption of blended and e-delivery strategies
  - Building core capabilities and just-in-time on-demand support
- **Learning Technology must do the same**

Thank You



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