



2022



Learning and the Extended Enterprise



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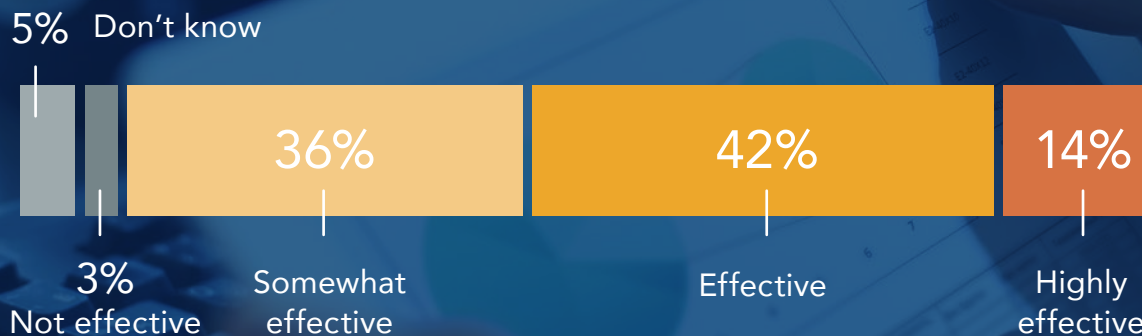
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Executive Summary

Companies increasingly recognize the value of delivering their learning assets outside the “four walls” of the organization to reach external learning audiences. These audiences can include employees not working within the headquarters or specific office location as well as non-employees such as customers, channel partners, distributors, value-added resellers, and franchisees.

Extended enterprise learning takes up a relatively small chunk of the L&D budget (60% of companies say it accounts for less than 10%), though it does represent a huge opportunity for organizations to build their brand, improve customer relationships, and even generate revenue. Overall, organizations that deliver learning to the extended enterprise are satisfied with the results they are getting.

Effectiveness of Extended Enterprise Learning



Source: 2020 Brandon Hall Group Extended Enterprise Learning Study

Given the proliferation of extended enterprise learning, it's remarkable that **56% of companies** say their extended enterprise learning efforts are either effective or highly effective. This is notable because rarely in our research do more than half of organizations rate other, more internally facing learning efforts to be this effective.

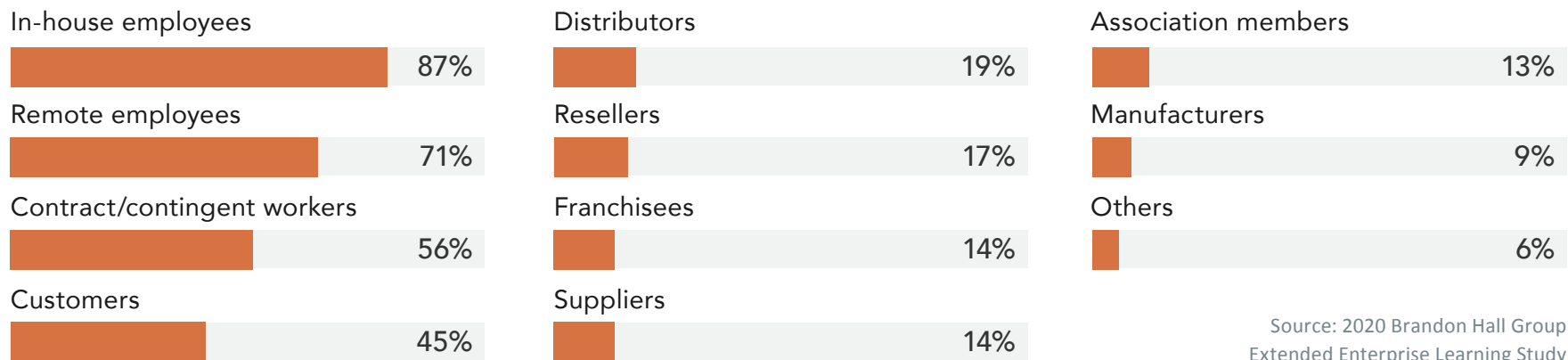


Though there is room for improvement, the fact that more companies say they are effective than somewhat effective is impressive. What is it that makes this aspect of learning and development more effective than so many others? It is reasonable to surmise that a big factor is that extended enterprise learning is so closely tied to measurable business outcomes. For example, it often involves direct outreach to customers. This can have a huge impact on customer retention and net promoter scores. There is also no escaping the link to sales outcomes. Delivering learning to remote sales teams, resellers, franchisees etc. has a direct impact on the bottom line — sales numbers and revenue. Lastly, there is the fact that many companies generate revenue directly from the sale of extended enterprise learning.

Current State

Brandon Hall Group’s 2020 *Extended Enterprise Learning Study* found that more than half of organizations are delivering learning to some external non-employee group or groups. These include customers, channel partners, distributors, value-added resellers and franchisees. The gig economy also makes it critical for companies to provide training and development opportunities for non-employees. More than half of companies (56%) say they deliver training to contract or contingent workers.

Learning Audiences

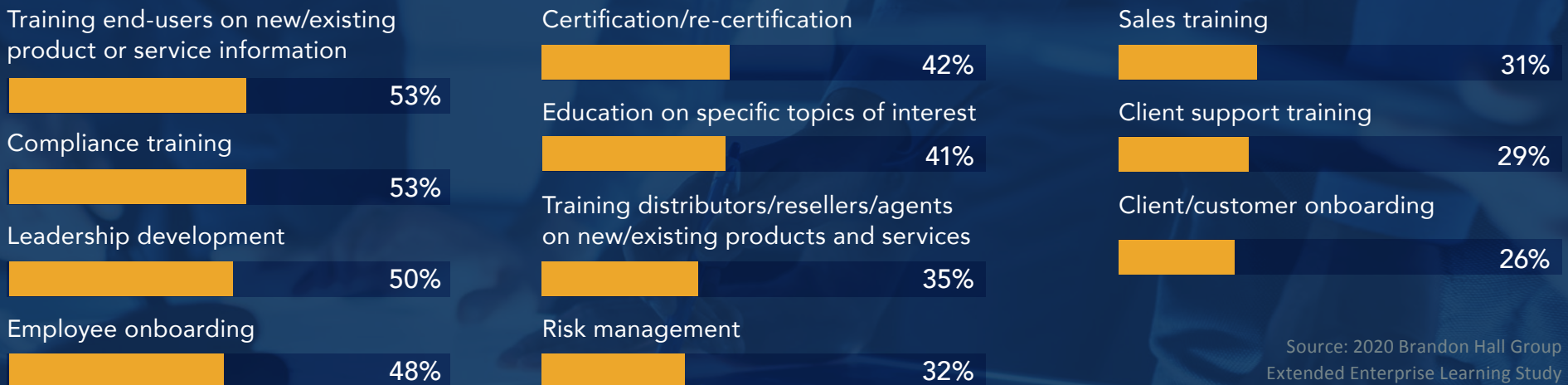


The 2020 explosion of the remote workforce is reflected in the fact that 71% of companies are delivering learning to employees working from home. This adds a new layer of complexity to employee training, but the extended enterprise gets much more challenging when the learning audiences are not employees.

Complexities

Extended enterprise learning can serve many needs for an organization. By training resellers, customers and potential customers on their products and services, companies ensure they get the best, most up-to-date information. Salespeople tend to sell more of a product they know than one that is unfamiliar. Customers rely less on help and support channels when they are well-informed about what they have purchased.

Extended Enterprise Learning Objectives



Source: 2020 Brandon Hall Group
Extended Enterprise Learning Study

Of course, managing a process focused on external groups comes with challenges. Lack of insight into these audiences makes it difficult for a company to measure the effectiveness of its efforts. It is challenging enough to measure learning for internal groups but the degree of separation from the extended enterprise makes it even more difficult. Additionally, companies sometimes lack the right technology to execute on an extended enterprise strategy, relying on platforms and solutions that may have not been designed for this purpose.

Extended Enterprise Learning Challenges

58%	Difficulty measuring effectiveness	30%	Cost structures
45%	Content development	28%	Lack of insight into external groups
38%	Lack of the right technology	24%	Managing/securing intellectual property

Source: 2020 Brandon Hall Group Extended Enterprise Learning Study

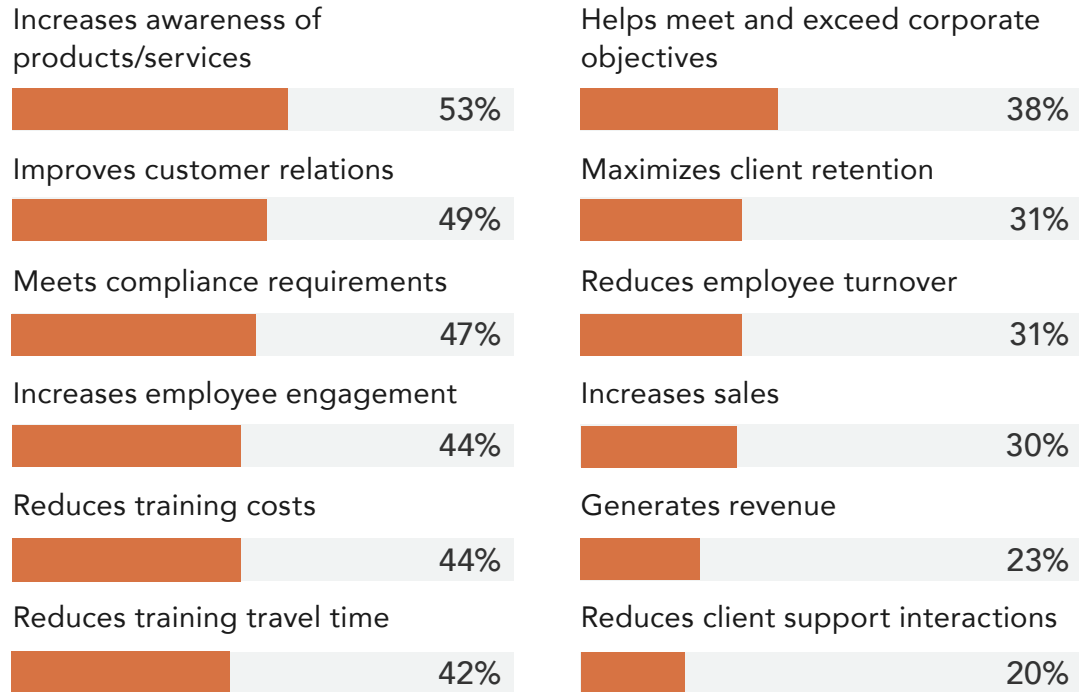




Consequences

Organizations that do not consider all their possible learning audiences may be missing out on critical opportunities to improve customer relationships, increase sales, and generate revenue. Even if these audiences are recognized, it is not always the learning function that is managing the content and communications. This is also a missed opportunity because it is this function that has the expertise and tools to deliver impactful learning experiences.

Extended Enterprise Learning Outcomes



Source: 2020 Brandon Hall Group Extended Enterprise Learning Study

The good news is organizations that deliver learning to the extended enterprise are generally satisfied with their results, with nearly 60% indicating they consider their efforts to be either effective or highly effective. Less than 3% say it is not effective. Technology plays a large role in getting these results. Among those companies saying their extended enterprise learning is effective or highly effective in achieving outcomes, 85% say technology has at least a medium impact on that effectiveness.

Extended enterprise learning is also an opportunity to change the view of the learning function from being strictly a cost center for the organization into a revenue generator. For companies that charge for this learning, more than one-third can cover 25% or more of their overall learning technology costs.

Critical Questions

To deliver effective and impactful learning to the extended enterprise, organizations must answer several critical questions, including:

- Which audiences within the organization's external ecosystem would benefit from training developed by the organization?
- How does the organization benefit from training any or all of these groups?
- Can we leverage our learning and development efforts externally to generate revenue?
- Can we leverage existing content, or do we need to develop/acquire/curate new content for the extended enterprise?
- What is our maintenance strategy on assets and content and how do we make this more effective?
- Do we have the right technology/infrastructure to deliver to these audiences?
- Can the technology be customized to leverage our unique business requirements?
- How does the technology provider meet our cybersecurity requirements?
- How do we measure the effectiveness of our efforts?



POV

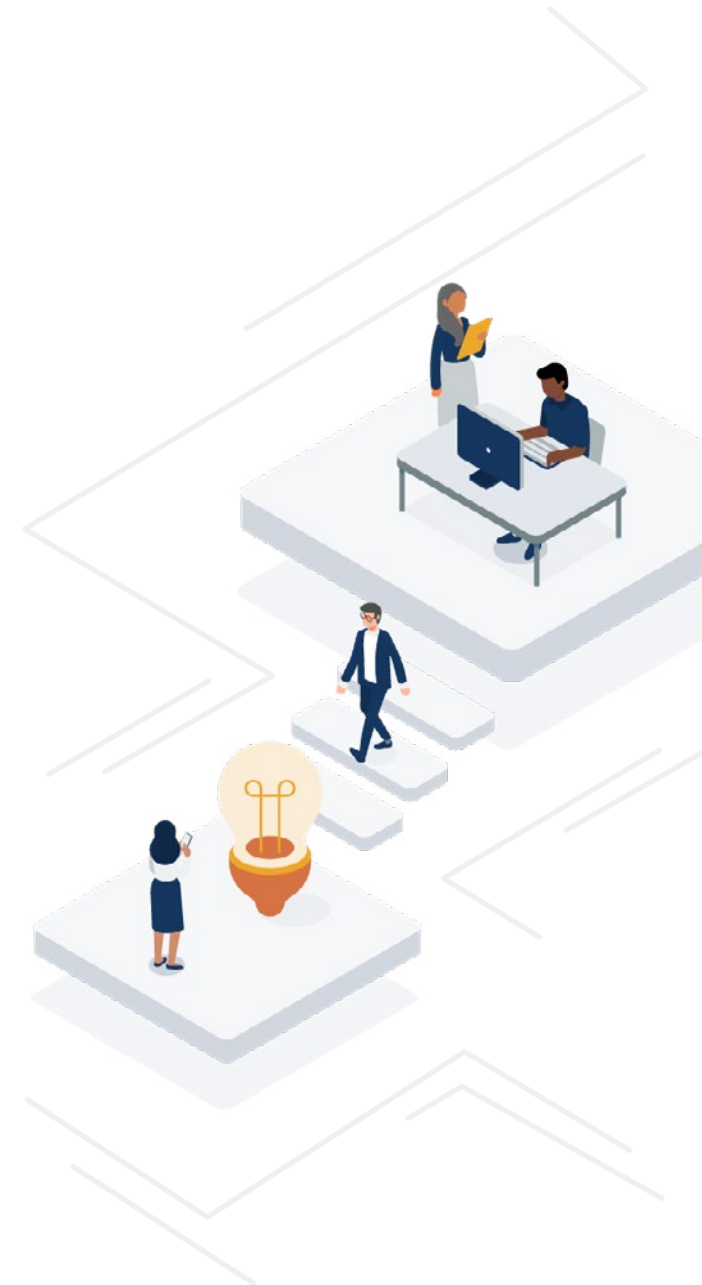
Here are the high-level considerations Eurekos Systems believes are essential for extended enterprise learning.

Build the Business Case

Determine the business drivers behind delivering learning to specific audiences. Training manufacturers, distributors or customers on how your products are made, used, or sold will help your supply chain run smoother. Designing specific training can cut down on support requests, increase product adoption and raise brand loyalty. Giving reseller-partners better and timely information about your products or services could make them more likely to sell them over a those of a competitor.

Define Your Organization's Extended Enterprise

Based on the business case, define the characteristics of each audience and determine their unique requirements. The learning ecosystem can be far larger than most companies realize, extending beyond employees to include resellers, manufacturers, customers and the public at large. For companies that are serious about brand awareness, delivering learning to the public is a key component of their marketing strategy. For other organizations that invested heavily to create world-class training, there are opportunities to sell that training externally to defray some learning costs.



Find the Right Technology

Technology designed for extended enterprise is a must but you should expect more. Extended enterprise is not a fit-for-all solution. It is your products, your services, your processes and your business models. This makes requirements unique and go beyond expectations of flexibility. Seek platforms with configurable and customizable technology designed to leverage the complexities of your definition of a learning ecosystem. This capability will directly impact your ability to evolve your business objectives and strategic outcomes. Ensure all services are provided directly by the vendor. Look for an end-to-end solution.

Develop a Content Strategy

Extended enterprise learning comes in many forms; from predominantly voluntary, to compliance training on services and products for channels, clients and other audiences. Each situation presents different challenges to ensure content is relevant, engaging and impactful. Maintaining materials in a timely manner is often a much bigger challenge than creating them for the first time, yet this should be a critical part of any content strategy. This is a missed strategic opportunity and represents a potential paradigm shift for global organizations who must answer these questions.

- How can we leverage more efficient localization?
- How can we repurpose and maintain complex combinations of information across multiple audiences more efficiently?
- How does asset management facilitate critical product updates instantaneously?
- How can you unlock the potential of your organization in the process?

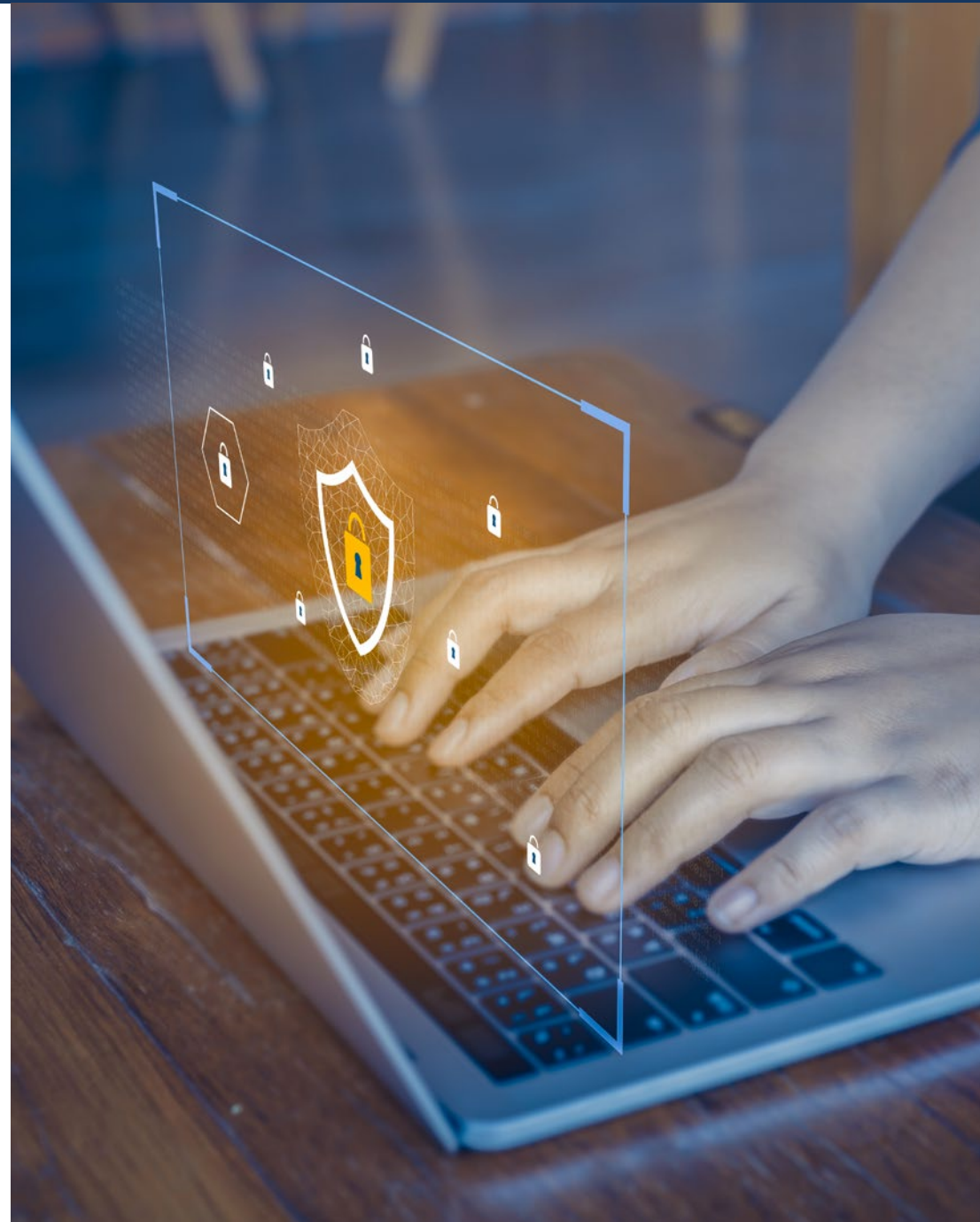
Strategize Your Revenue Goals

Companies must determine whether they are going to charge for the learning they deliver and if so, how they will do it. It can be a chargeback system as part of a partnership, a subscription or an a-la-carte model for outright purchase or built into the cost of the products/ services delivered. The goal is to set expectations on the returns and having a process for recognizing the revenue. Price it right! This is new territory for many learning functions that may have solely been delivering internally. Do your market due diligence.

Security is a Primary Requirement

Extended enterprise breaks the sanctity of the walled garden. The learning ecosystem expands from internal employees to potentially include resellers, partners, and your entire client base. Ramifications of a successful hacker attack impact your entire business foundation, reputation, and brand value. This cannot be underestimated. Ask yourself the following questions to determine your readiness.

- Does your technology partner meet or exceed your organization's security requirements?
- Are they certified and regularly audited by international information security standards?
- What is the disaster recovery procedure?
- Are you protected from ransomware attacks?
- Are PEN tests performed?





Track and Measure

It is difficult to measure the learning within the organization. Once we consider dispersed, disparate learning audiences, tracking becomes even more challenging. How does an organization address the opportunities for decentralizing tracking through the channel with segregated analytics? Global organizations require instant insight across the entire learning ecosystem with relevant metrics. Identification of audiences could dramatically reduce administrative support. Establish a process and a set of KPIs before rolling the learning out. For partner training, leverage cross-departmental collaboration to set mutual expectations of the metrics to be collected and what success looks like. For customer training, use metrics that are meaningful to the business.

Authors and Contributors



David Wentworth (david.wentworth@brandonhall.com) wrote this report. He is Principal Learning Analyst at Brandon Hall Group, focusing on all aspects of learning and the technology that support it. David has been in the human capital field since 2005 and joined Brandon Hall Group as senior learning analyst in early 2012.



Mike Cooke (mike.cooke@brandonhall.com) contributed to this report. He is CEO and Principal HCM Analyst at Brandon Hall Group. Mike has more than 20 years' experience in human capital management and the research, software and technology industries. Before running Brandon Hall Group, Mike was co-founder of AC Growth, a research and consulting firm, and VP and General Manager of Field Operations at Bersin & Associates, a global analyst and consulting services firm in all areas of HCM.



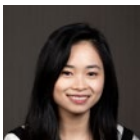
Rachel Cooke (rachel.cooke@brandonhall.com) is Brandon Hall Group's Chief Operating Officer and Principal HCM Analyst. She is responsible for business operations, including client and member advisory services, marketing design, annual awards programs, conferences and the company's project management functions. She also leads Advancing Women in the Workplace and Diversity, Equity and Inclusion initiatives, research and events. Rachel worked in the HCM research industry for 15 years and held several key management and executive positions within the Talent and Learning Research, and Performance Improvement industries.



Michael Rochelle (michael.rochelle@brandonhall.com) contributed to this report. He is Chief Strategy Officer and Principal HCM Analyst at Brandon Hall Group. Michael leads a wide range of advisory support and strategic engagements for Fortune 1000 and small- to medium-sized organizations as well as leading and emerging solution providers across the HCM industry. Michael has more than 30 years' experience in HR, IT, sales, marketing, business development, and strategic and financial planning in Fortune 500 and venture-backed start-up organizations.



Richard Pachter (richard.pachter@brandonhall.com) edited this report. He is the Content Manager at Brandon Hall Group, responsible for editing research assets and other content. He has extensive experience as a journalist, copywriter, editor, marketer and social media marketing manager. He also served as the business books columnist for the *Miami Herald* for more than a decade.



Emma Bui (emma.bui@brandonhall.com) is the Graphic Design Associate at Brandon Hall Group and created the graphics and layout for this report.

About Brandon Hall Group

With more than 10,000 clients globally and 28 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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About Eurekaos

Our software development started in 2011. By 2018 it was spun off under a new brand and named “Eurekaos.” During 2019 it became an independent legal entity, Eurekaos Systems Aps with the Senior Management Team as owners. Today we are still privately owned, financially independent and operating out of Denmark, Poland, Ukraine and the USA. All our products and services are performed in-house.

Eurekaos was started to solve a problem. Originally an Accredited Training Organization through one of the world’s leading accreditation entities for Project Management, Change- and Risk Management –training and learning have always been at the core of our business.

We broke free of technological restraints to what was becoming an increasing challenge; just-in-time production of information and localization in a global world, learning across cultural gaps and reaching audiences with ease through our software.

The result of this discovery is what we share with you. Though technologies have changed over the years our vision remains and if anything, the need to keep pace with the rapidly changing dynamics of the global scene has only become stronger. We challenge the status quo and help organizations reimagine their approach to learning by leveraging the most efficient way to create, maintain, and deliver a great learning experience.

Therefore, we say
“Reimagine Learning,”
together.

To learn more, please visit:

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