

2021

EXTENDED ENTERPRISE LEARNING:

Building Capability and
Driving Performance
Across the Value Chain



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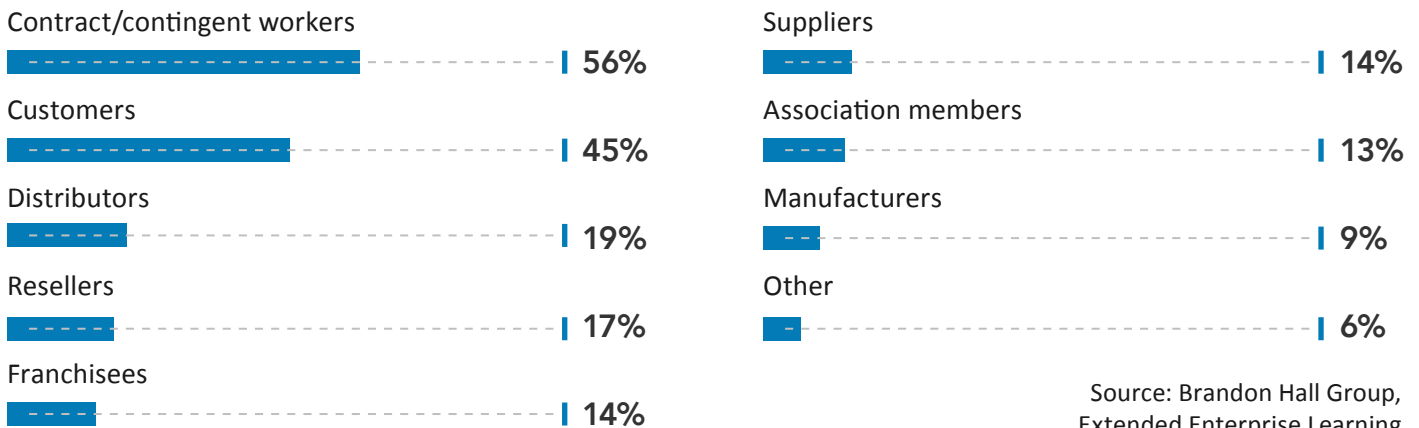
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Introduction

Companies often struggle with training multiple audiences that exist outside the four walls of the organization — customers, resellers, channel partners, franchisees and more. These audiences make up the extended enterprise ecosystem, and training these groups comes with a wide-ranging set of challenges around governance, technology and accountability. It is critical companies have a cohesive, comprehensive strategy and the tools required to get it all right.

External Learning Audiences

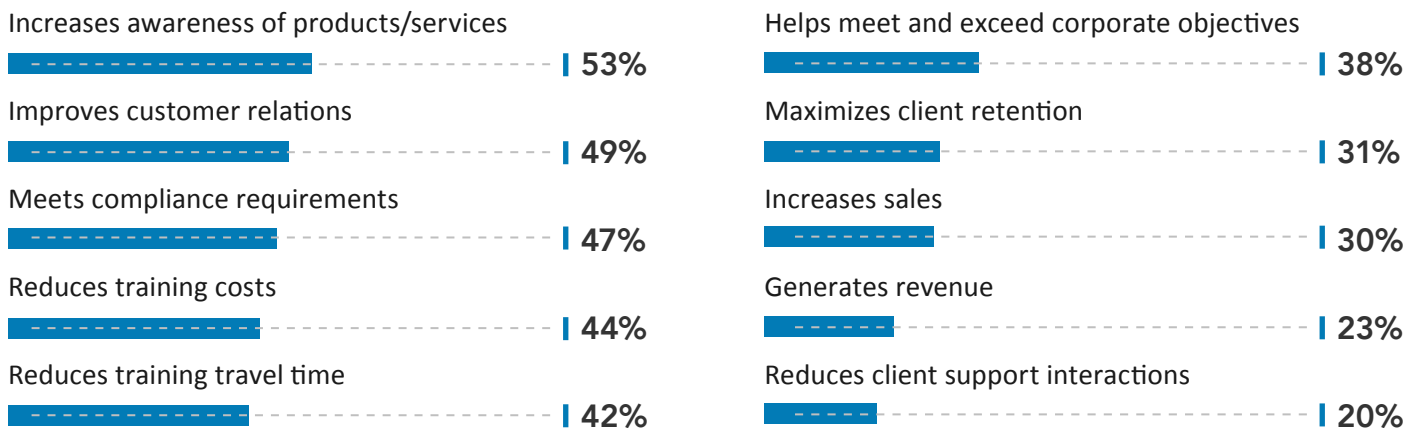


Source: Brandon Hall Group, Extended Enterprise Learning

Extended enterprise learning can serve many needs for an organization. By training resellers, customers and potential customers on their products and services, companies can ensure that these groups are getting the best, most up-to-date information. For sales professionals that work with multiple competing brands and products, they tend to sell more of the product they know more about than one with which they are unfamiliar. When it comes to customers, good training means they will rely less on help and support channels because they are well-informed about what they have purchased.

EXTENDED ENTERPRISE LEARNING: Building Capability and Driving Performance Across the Value Chain

Benefits of Extended Enterprise Learning



Source: Brandon Hall Group, Extended Enterprise Learning

Gaining Market Share



Increased selling power via knowledgeable sales channels



Using the supply chain to establish a global presence



Greater exposure for all products and services

Improving Innovation and Delivering New Products/Services



Collaboration with suppliers and manufacturers



Better connection to customers to anticipate needs



New opportunities to upsell

Improving Customer Experience



Stronger relationship after the sale



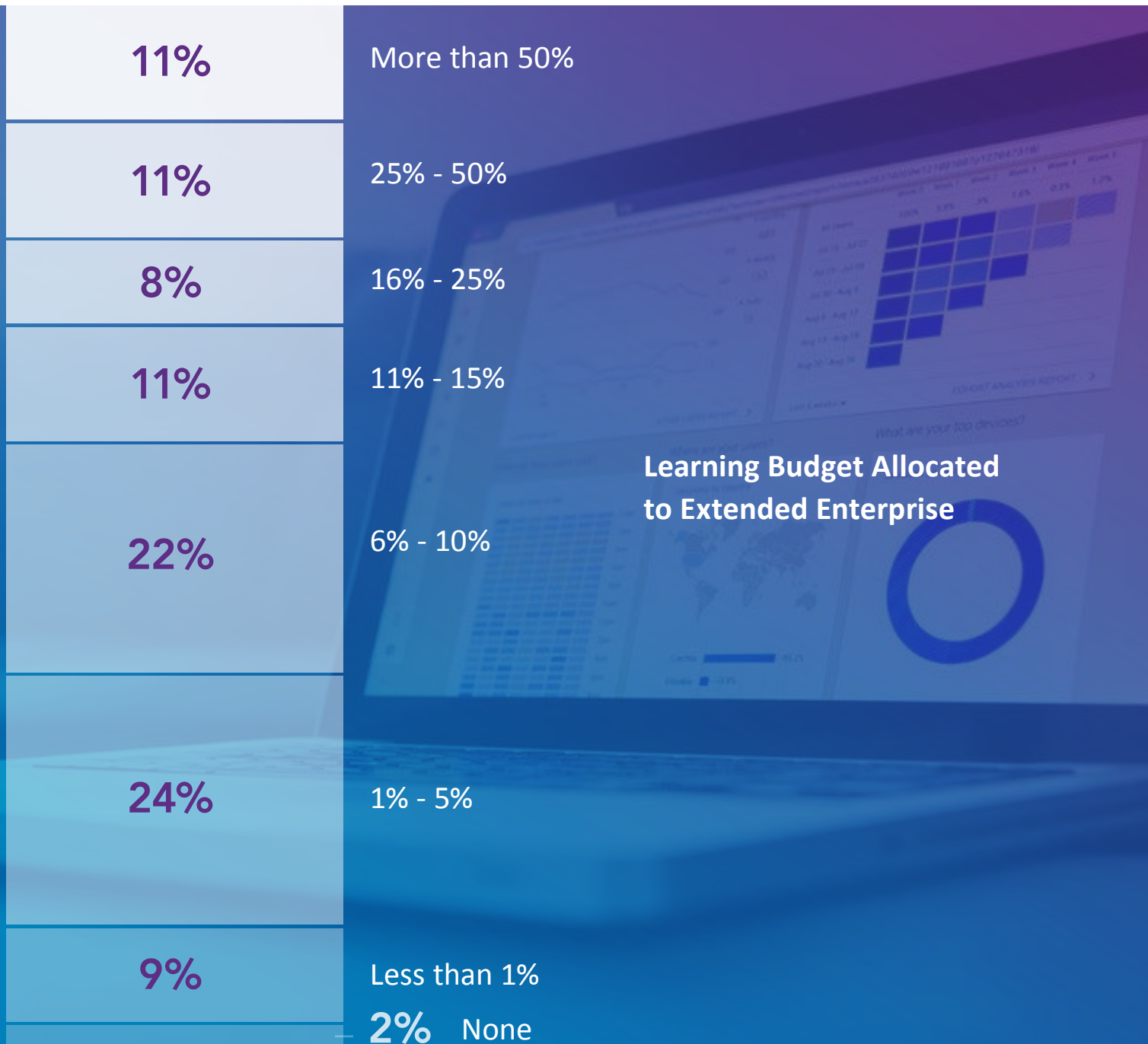
Staying ahead of the informed consumer



Less reliance on customer support

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The amount of L&D budget allocated to customer training varies widely, with 57% of companies overall spending less than 10% of their budget on it, while 22% spend more than a quarter of the L&D budget on customer training. But it's important to recognize that quite often, L&D is not responsible for the organization's entire extended enterprise strategy. And that is just the beginning of its complexity.



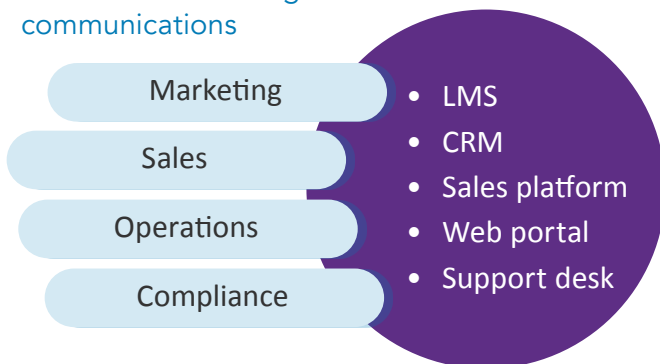
Source: Brandon Hall Group, Extended Enterprise Learning

Extended Enterprise Challenges

Quite often, L&D is only responsible for a portion of the organization's entire extended enterprise strategy. Sometimes there is no L&D involvement at all. The outreach to these various external groups could fall under the purview of Operations, Sales, Marketing, Compliance or other functions. As such, many extended enterprise stakeholders have difficulty managing this kind of training through their existing learning management system.

The Extended Enterprise Presents Unique Governance Issues

Multiple functions can own external training/communications



As a result, there can be multiple technologies in play

Source: Brandon Hall Group, Extended Enterprise Learning

Beyond governance, extended enterprise learning takes all the challenges that exist with internal workforce and compounds them by involving such a wide variety of disparate, divergent audiences — none of whom work for the company itself. The biggest challenge is

around measurement. It is already challenging enough to measure learning for internal groups, but the degree of separation with the extended enterprise makes it even more difficult. This is connected to another challenge on the list — a lack of insight into external groups. It's precisely this lack of insight that makes it difficult for a company to measure the effectiveness of its efforts. But it also makes it harder to develop truly engaging training experiences. Additionally, companies sometimes find themselves lacking the right technology to execute on an extended enterprise strategy, relying instead on platforms and solutions that may have not been designed for this purpose.

Extended Enterprise Learning Challenges



Source: Brandon Hall Group, Extended Enterprise Learning

We also see content development on the list of challenges. It is critical that these audiences are getting high quality, engaging content. In many cases, they are customers, and what organization wants to deliver a subpar experience to its customers? In other instances, organizations are generating revenue with the content, so it has to provide value. And the final thing to consider for content is that it is typically voluntary for external audiences, as opposed to the mandatory training for internal groups. This adds to the need for compelling, engaging content. Organizations provide a wide variety of learning experiences to their external audiences, and they need technology that can support, manage and track all of it.

Modalities to Deliver Extended Enterprise Learning



Source: Brandon Hall Group, Extended Enterprise Learning

Another big challenge for training external audiences is managing accreditation and certification. Because companies that deliver this kind of training are dealing with multiple audiences and a variety of different certification levels and types, it becomes critical that their technology can handle the complexity. These types of environments require solutions that can:

- Track learners' full certification history
- Ensure learners only see content they are supposed to see
- Create different learning paths for different certifications
- Manage pre-requisites for certification, certificate programs, licensure and accreditation



Managing Accreditation and Certification

Goals of Extended Enterprise Training

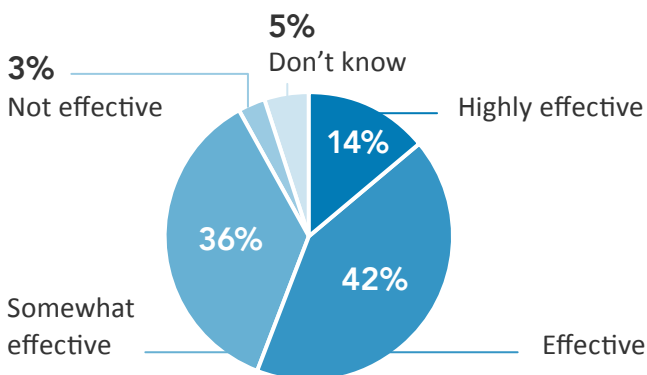


Source: Brandon Hall Group, Extended Enterprise Learning

Making It Work

Despite all of these challenges, companies generally seem to be doing a good job when it comes to extended enterprise learning. The degree to which companies find their efforts effective is actually a bit higher than when rating their internal programs. One reason for this is the high stakes involved with external audiences like customers, resellers and franchisees. It can be critical to the business to get these things right.

Effectiveness of Extended Enterprise Learning



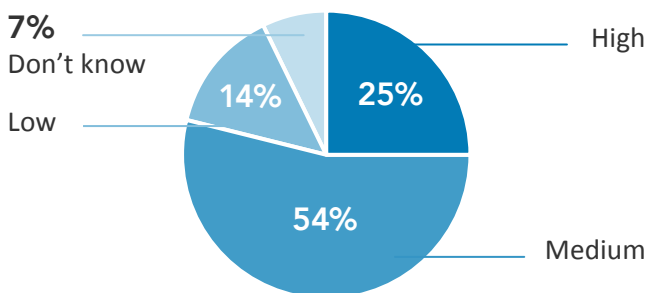
Source: Brandon Hall Group, Extended Enterprise Learning

TECHNOLOGY

The first thing we can identify is the role that technology plays in whether or not companies are successful with extended enterprise training. Nearly 80% of companies say their technology has either a medium or high level of impact on the effectiveness of their extended enterprise learning. Organizations rely on a variety of different technologies to deliver externally, but the most common solution is the organization's LMS. And while these platforms are best suited for this environment, many times the people or groups responsible for the extended enterprise

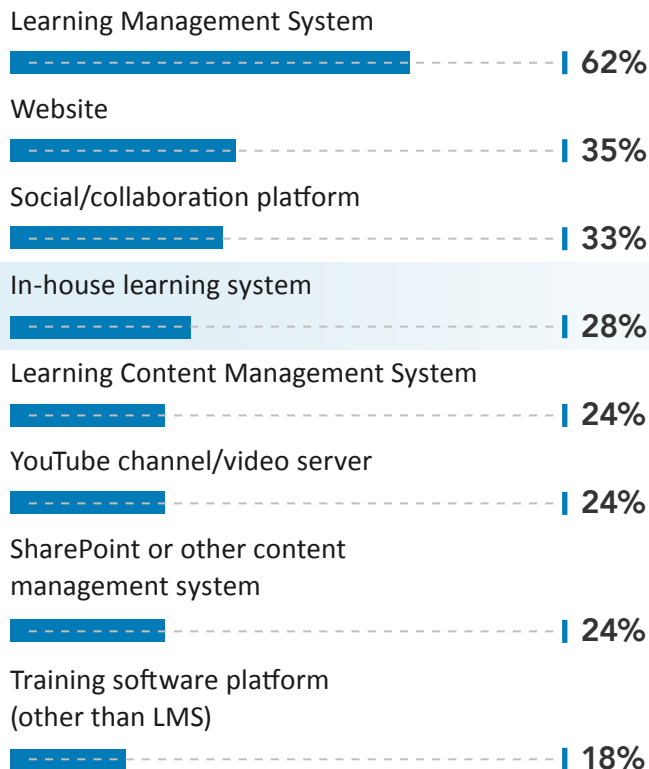
aren't familiar with the LMS and rely on other solutions or even have them built internally.

Technology's Impact on Effectiveness of Extended Enterprise Learning



Source: Brandon Hall Group, Extended Enterprise Learning

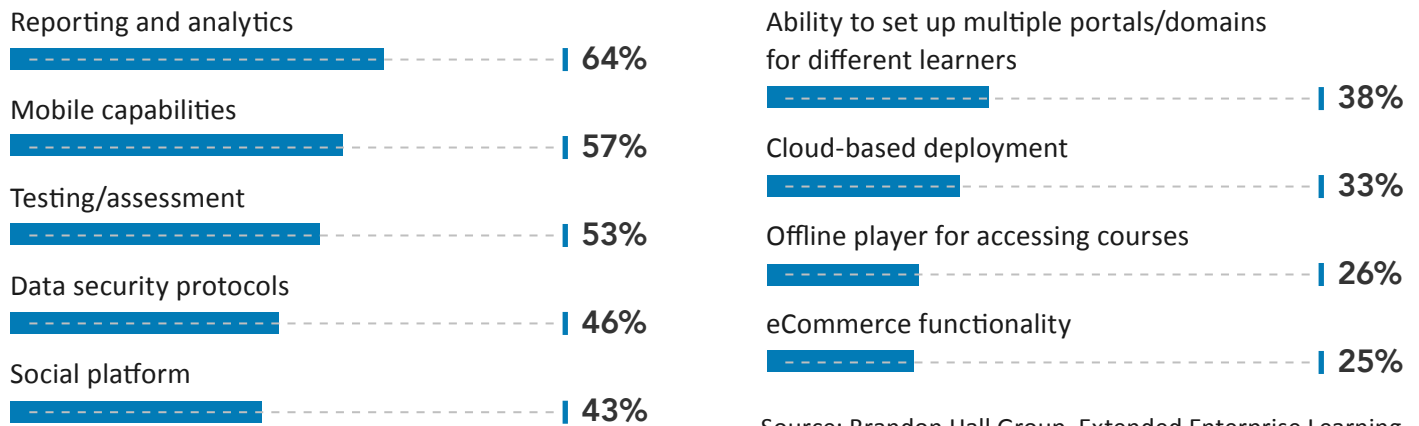
Systems to Deliver Extended Enterprise Learning



Source: Brandon Hall Group, Extended Enterprise Learning

When we look at what organizations want from effective extended enterprise technology solutions, we can see why an LMS becomes the dominant technology.

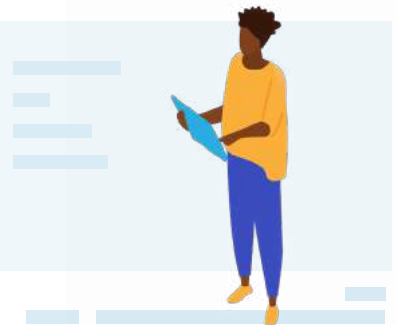
Technology Requirements for Extended Enterprise Learning



Source: Brandon Hall Group, Extended Enterprise Learning

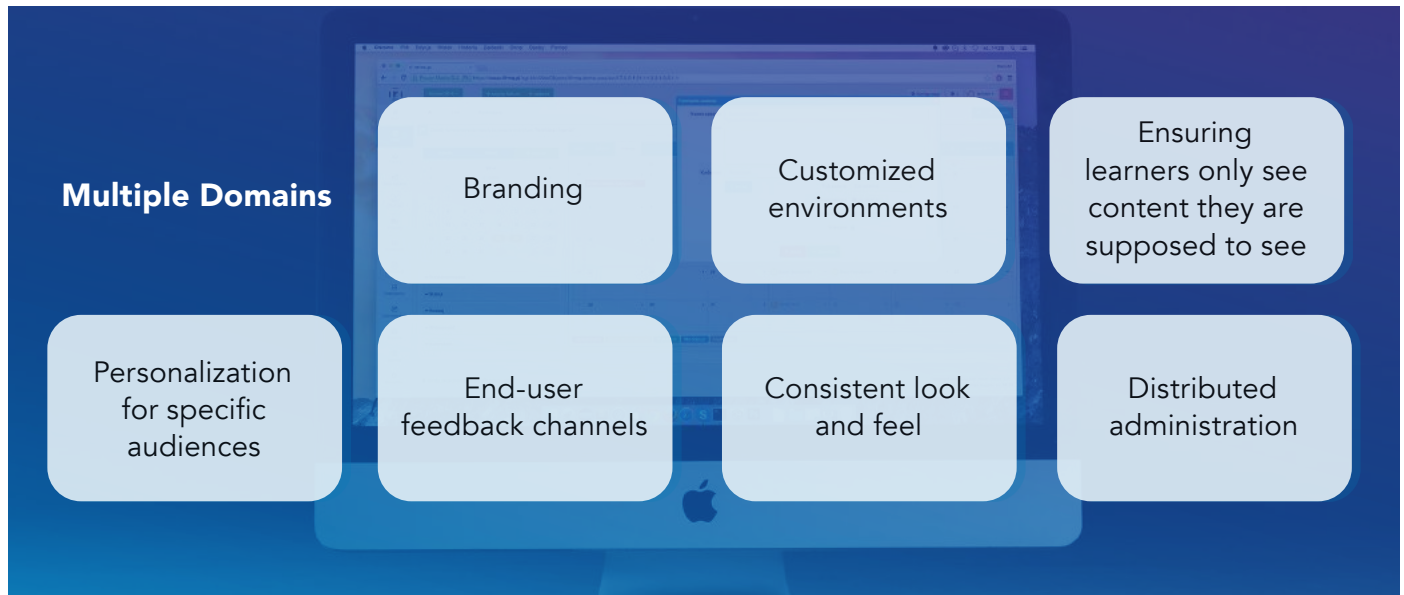
But because there are so many different stakeholders involved, extended enterprise training typically requires some unique integrations beyond the standard HRIS technology systems. It is critical to identify all the proper technology touchpoints for these external audiences and the internal groups responsible for them. They can include:

- Marketing platform
- SharePoint
- CRM
- Custom portals
- eCommerce tools
- Association management software for member orgs
- Dealer management software



The other critical technology requirement is the ability to manage multiple domains. Each of the audiences receiving training will need to have their own environment with its own look and feel and access to content. The extended enterprise platform needs to be flexible enough to do this across a wide array of audiences. Additionally, because the groups are external, they may require a domain administrator that is from the external audience and not from the organization itself. This means the technology needs to allow for a certain level of rights and permissions for non-employee admins.

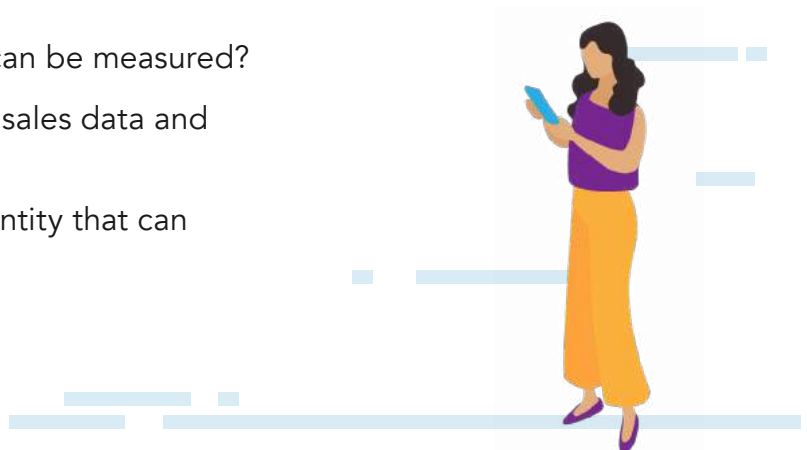
Another step beyond multiple domains is the ability for it to act as a “headless” LMS. In this scenario, the LMS performs all of its content delivery and tracking functions internally but serves the content to some other platform or portal. An example would be dealership environments, where the content is delivered via the dealer management software.



REPORTING AND ANALYTICS

Getting reporting right is also important in extended enterprise environments. Because companies don't have access to things such as business outcomes or performance data from their external audiences, they need to put in some extra effort to measure their efforts. Taking into account the following considerations, organizations can begin to gather data and report out on more than basic consumption data:

- Identify key metrics at the outset.
- What performance-based outcomes can be measured?
- Combine training data with items like sales data and customer data.
- Identify stakeholders in the external entity that can provide data and information.

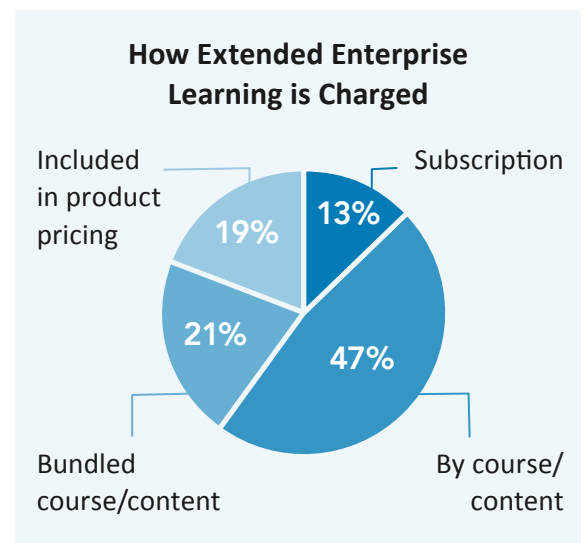


eCOMMERCE

As mentioned previously, organization can often use external training to generate revenue. Nearly half of companies (46%) charge at least some of their audiences for training. Typically, it is customers that are being billed in some way for

the training they receive. In some instances, such as with training organizations or associations, the training is the product. In many others, the training is on how to use and make the most of the products or services the company sells.

Who is Being Charged for Extended Enterprise Learning?



Source: Brandon Hall Group, Extended Enterprise Learning

There are multiple ways to charge external learning audiences for training, the most common being a sort of course/content a la carte model, where learners can purchase each training element separately. Almost half (47%) of companies use this model. Another 13% provide a subscription model where users pay for a period of access, and 21% bundle their

course and content into packages that can be purchased. For 19% of companies, the price of the training is included in the cost of the products and services they sell. In any case, eCommerce becomes a big part of the extended enterprise equation. Organizations need to have the right tools in place to manage a complex array of eCommerce needs.

Here are Some Key Ecommerce Considerations:

- Support multiple payment options
- Support multiple fee structures
- Tax/currency management for different geographies
- Promotion and discount support
- License management
- Secure eCommerce is critical

EXTENDED ENTERPRISE LEARNING: Building Capability and Driving Performance Across the Value Chain

Below is a checklist of things to consider for any extended enterprise learning environment.

EXTENDED ENTERPRISE CHECKLIST	
PLANNING AREAS	PLANNING AREAS
Build the Business Case	Revenue model versus training progress. How to measure value? Cost of system versus business efficiencies, greater scalability, brand awareness?
Audience segmentation/fragmentation	Who is the audience? Differences? Why do you want to reach them? What's the value to the business? Size? Growth potential?
Integration with other systems	What are all the IT ecosystem touch points? AMS, SharePoint, Custom portals not typically HRIS.
Content	Develop a content creation, reuse, rollout and localization strategy.
Sharing the right content	Think versions, not unique courses. Consider creating a versioning and reuse strategy.
Globalization and Localization	Currencies, bandwidth, privacy, taxes, duties: need to be fully understood for each country when deploying globally.
eCommerce	Is the content you're selling worth paying for? Is the price point correct? Is the content technical or tied to a particular product, which would make it sought after by trainees? Incorporate B2B and B2C.
User Adoption	Create a formal multistep rollout plan to make users aware before, during and after launch.
Incorporate Marketing	Create a marketing plan and target traffic with Banner Ads, direct marketing, SEO, industry magazines, tradeshow, webinars.
Analytical Reporting	Create a plan to compare training data with sales data, customer success data.

Authors and Contributors



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