



Leveraging Learning to Drive Revenue 2024

eBook



TABLE OF CONTENTS

Introduction: The Quest for Revenue	3
Reimagining the Future of Learning	4
Investing in Robust Learning Technology	5
The Rise of the Learning General Manager	7
Transforming Learning into Revenue	8
Authors and Contributors	10
About Litmos	11
About Brandon Hall Group™	12

Introduction: The Quest for Revenue

Companies are always looking for opportunities to maximize and diversify their revenue streams. As economic pressures continue, businesses will demand more accountability from leaders for positive bottom-line impact. Learning has long held an esteemed, yet expendable, place in the corporate ethos — particularly as work has become increasingly knowledge-based. What if, however, there is an answer to the challenge of disappearing margins and stale revenue streams hidden within your learning function?

After all, learning creates content. In the 21st century, content has become currency. Driving revenue through learning is a challenge because, while learning is a critical business function, it struggles to behave as such. It is incumbent then on learning leaders to spend more time overseeing the direct delivery of business outcomes and less time justifying their own existence.

The truth is, there is a place for learning to drive positive business impact beyond the core purpose in the organization. Learning can offer a legitimate competitive advantage and associated financial growth beyond the traditional employee audience.

The extended enterprise at its simplest can best be described as learners not directly employed by the business, but those who have

**The Brandon Hall Group™ 2024
HCM Outlook study reveals
that 58% of respondents
anticipate moderate or heavy
investment in extended
enterprise learning in 2024.**



a stake in the success of the business and therefore a need to learn what the company needs to teach.

Beyond that, the ability to monetize learning content on behalf of the business is absolutely within reach. Brandon Hall Group™ Smartchoice® Preferred Provider, [Litmos](#), through their Litmos extended enterprise functionality, offers companies a plug-and-play solution for driving revenue through extended enterprise training.

In this eBook, we will lay out the case for looking at learning through the lens of revenue generation and the role technology can play in that quest. We will also look to the leadership of the learning function to understand how it might need to evolve and we will lay out a potential pathway to success.

Reimagining the Future of Learning

The world of work at almost one-fourth of the way through the 21st century is experiencing a fundamental evolution. Economies are shifting as are consumer behaviors. Technology is simultaneously more readily available and less clearly beneficial than perhaps at any other time in human history. Everything about work has been or is being reimagined because of this.

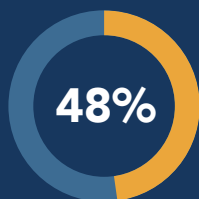
The inciting event that was the global COVID-19 pandemic in 2020 caused fundamental shifts in work and education that will be felt for decades to come. Because of this, learning — as a skill — has become critical for survival and success. Who better to lead an organization to the exciting, yet unknown future than learning professionals?

Now is the time to reimagine what learning can do for the business. Learning leaders should be able to forecast the positive impact of modernizing learning practices on the business. This goes beyond simply building a business case for a learning-

related technology investment or planning an annual training calendar. Forecasting positive business impact involves redesigning the future of learning in your company and laying out the direct positive impact on business results.

Learning teams should embrace innovation, explore new approaches, and evaluate and invest in new tools and technology. They should also be capitalizing on the alignment between HR strategy and business goals to build products and services that can be leveraged to grow a learning revenue stream. Technology companies have been doing this for years with programmer education initiatives and certification programs that individuals can pursue to demonstrate expertise and improve their own earning power. The opportunity to evaluate areas of particular mastery within your company's learning body of knowledge and leverage that mastery to an external audience opens the possibility to meaningful and viable business growth.

Level of Effort Organizations Expect to Better Align HR Strategy and Business Goals



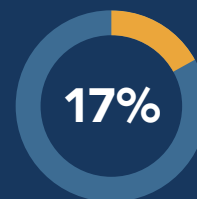
48%

Low effort



35%

Some effort



17%

High level of effort

Source: Brandon Hall Group™ Study, HCM Outlook 2024

Investing in Robust Learning Technology

Planned Investment in Learning Technology Selection and Implementation



Source: Brandon Hall Group™ Study, HCM Outlook 2024



An overwhelming 76% of survey respondents say their companies are planning moderate (44%) or heavy (32%) investment in technology selection and implementation for learning in 2024. If your organization is among that majority, this is the time to begin thinking about learning as a business unit and plan accordingly. Planning is often the first discipline to be jettisoned when time pressure becomes a factor, particularly for learning and development (L&D) solutions. Yet planning remains the most critical component of establishing new revenue opportunities for learning.

L&D must essentially accelerate traditional technology evaluation processes to run in a near-continuous cycle of evaluation and recommendations. Especially if the goal is to advance the technology ecosystem, a goal shared by 75% of respondents in the *HCM Outlook 2024* study. This will require aggressive partnerships with your technology partners to protect investments and

relationships, particularly if more frequent adjustments to the mix of technology tools are required. It also requires solid alliances with both IT and Procurement so that decisions can be made in line with the overall technology strategy. This helps drive efficient decision making, effective implementations and high user adoption — all hallmarks of wise technology choices.

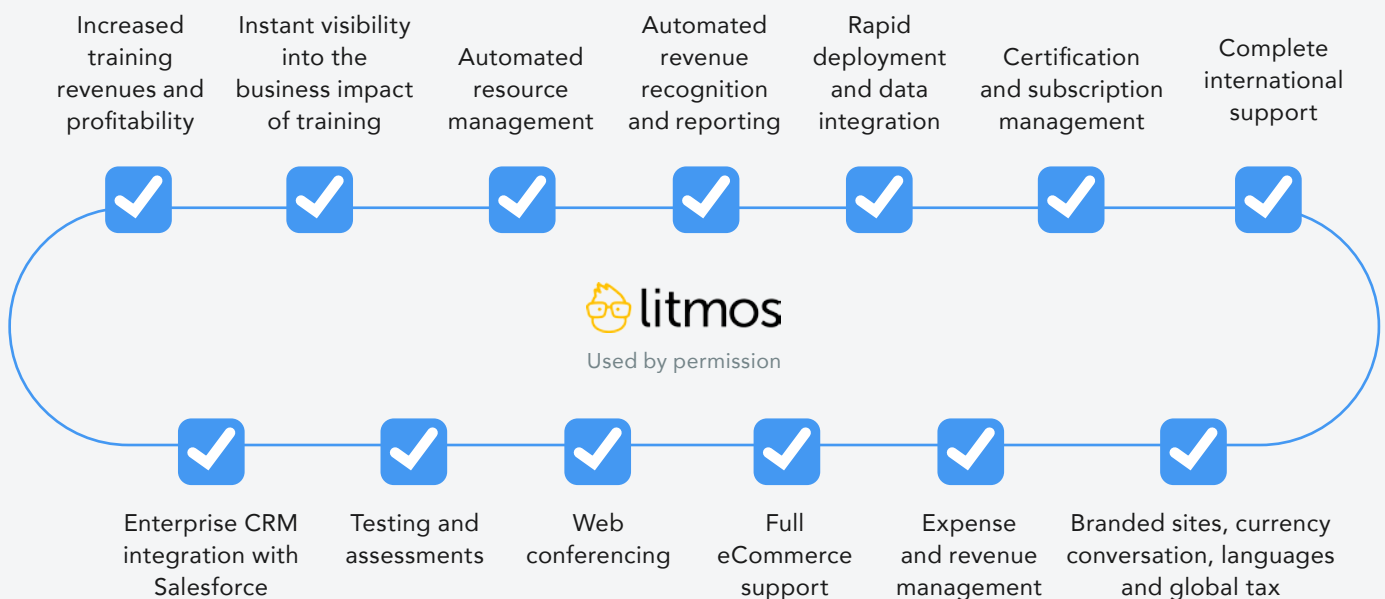
One of the questions that should be considered as you look at your learning technology ecosystem is how well can it can serve the needs of the extended enterprise and the necessary business approach. Platforms like [Litmos](#), with an extended enterprise functionality offer a solution that is not only learning-focused but business-minded. Litmos's extended enterprise functionality is an operations solution dedicated to running training as a business. The feature-rich, robust, self-service solution enables you to easily administrate and automate your external training business.

Some of the factors to consider in evaluating technology for learning revenue include:

- ✦ Can the system provide revenue recognition?
- ✦ Does it allow for revenue center support — multiple lines of business?
- ✦ Can it scale to a global reach?
- ✦ Is it an open API architecture?
- ✦ Does it allow for subscription management?
- ✦ Can you allot training credits?
- ✦ Will it support all modalities — including In-Person Classroom, Virtual classroom, OnDemand and eLearning?
- ✦ Can you automate learning management tasks?
- ✦ Can you rapidly deploy and customize the system to your business needs?

The power of revenue generated from learning is that there are multiple revenue streams within the practice. There is the content component, of course — the offering of a content library subscription or the licensing of particular intellectual property for one-time use. There is also the opportunity to build certifications or certificate programs involving multiple pieces of content. Beyond that, the ability to offer live learning experiences — whether virtual or in person — creates additional avenues.

Your technology solutions need to be able to support every aspect of offering training to the external market. Billing, payments, taxes and IP protections all come to mind — as well as content delivery. The more of these benefits you are able to check off, the more powerful your technology solution will be.



The Rise of the Learning General Manager

Learning leaders must concern themselves far less with traditional so-called vanity learning metrics such as course completions, seat time, learner satisfaction and test results. Learning leaders will influence and impact the business far more successfully by ensuring they are delivering against business-driven KPIs, including top-line revenue, direct cost reduction and other key operational deliverables impacted by learning efforts. These may, in fact, vary from company to company. The key focus here is business results. In this way, learning leaders show up as business leaders — behaving more like true general managers and driving the business forward.

To develop learning leaders into business leaders, consider the following:



Learning Strategy Must Deliver Value

First, learning strategy needs to assume its place in organizational business strategy and be a pathway to the delivery of value — not simply a compliance tool. Learning leaders who can analyze business forecasts and understand where learning can help move the needle on results will not need to fight for their seat at the proverbial table, they will be welcomed with open arms. This includes identifying revenue opportunities connected to learning and building plans to bring those to fruition.

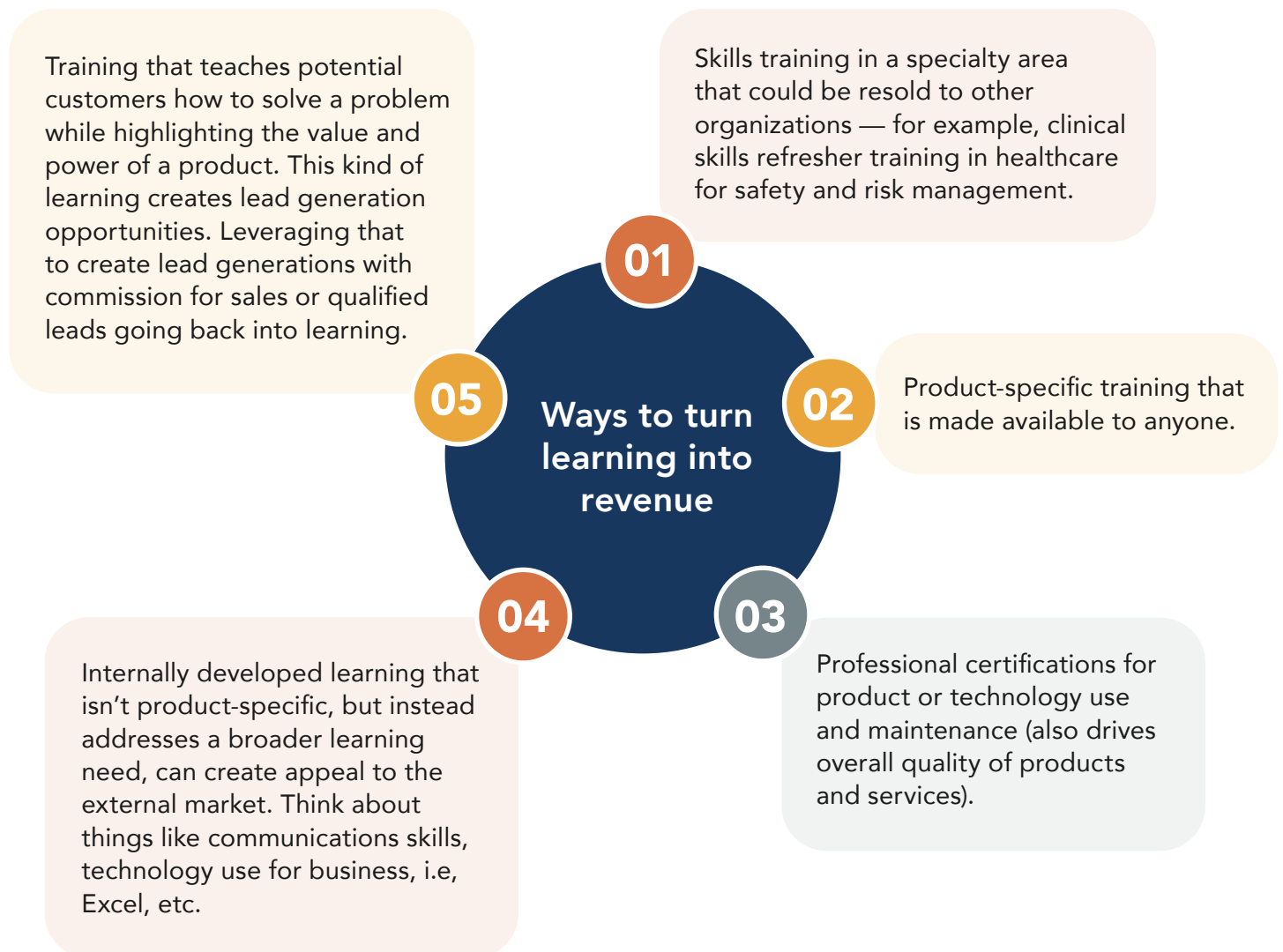


Focus on Learning Leader Development

For that to happen, Chief Learning Officers (CLOs), training directors, and other learning leaders must be given opportunities to develop business acumen and apply newly learned business savvy on the job, the same way that leaders in any other business function would. Fostering mentorship opportunities within the business can help learning leaders practice these new skills. Companies should also begin looking to the operations or IT domains in their business to find their next learning leaders.

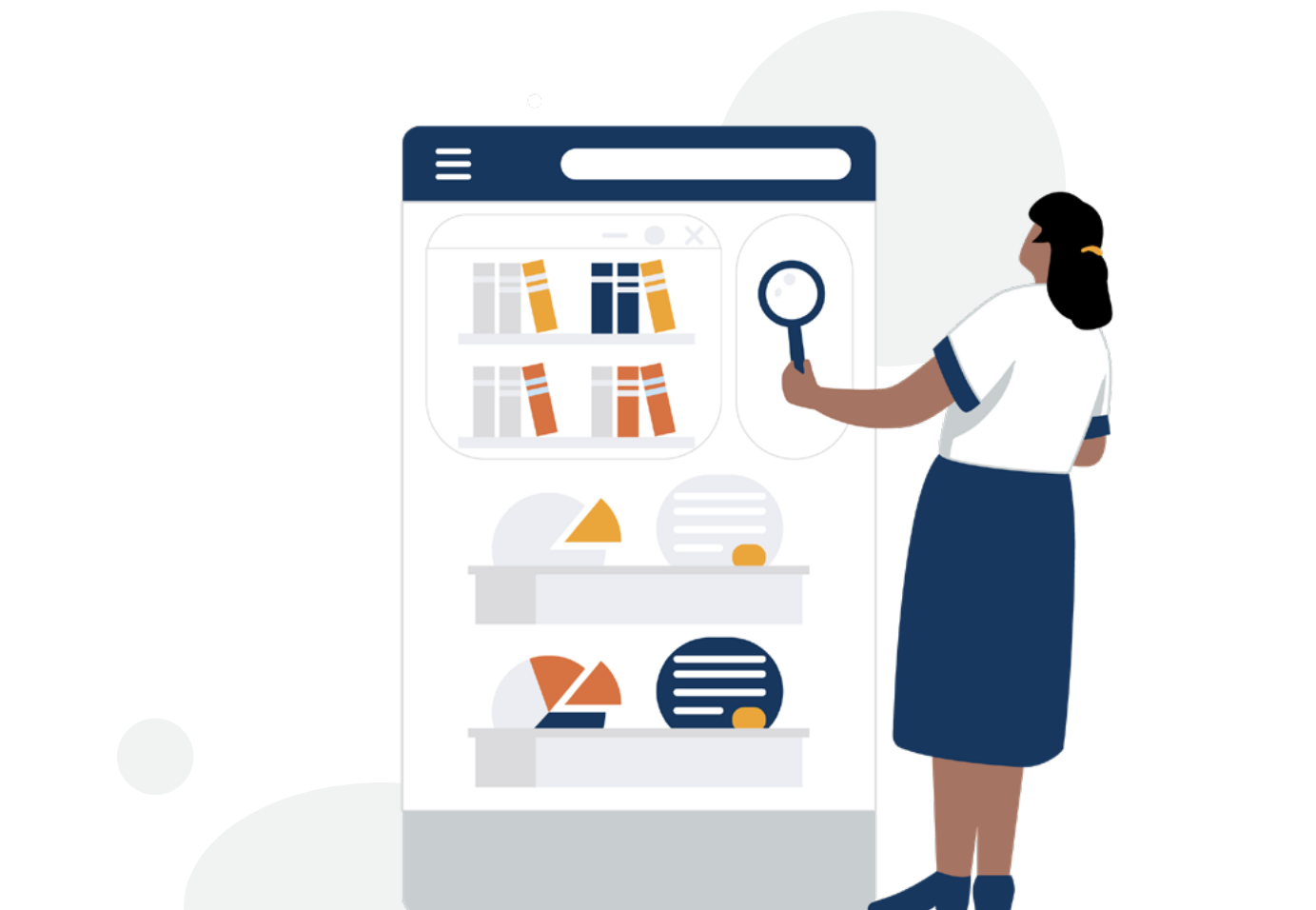
Transforming Learning into Revenue

Many learning teams have mastered the art of creating impactful learning experiences. L&D regularly delivers product and business-focused training that helps teammates perform at their best. The ability to train partners, resellers, distributors and the like is critical in many organizations. Those learning experiences represent a real opportunity. By creating impactful learning experiences that also drive brand/product awareness, learning can help lead to increased sales, more demand and lead generation. The potential to become a revenue-generating machine is significant. More companies should offer learning not only to current customers, but to prospective customers and the general public as well.



Few companies are in a position to simply decide to turn on training as a product, so consider reseller opportunities through existing eLearning libraries. Many learning companies with subscription-based content libraries look for and provide a pathway for training content creators to monetize their content. In fact, a pilot program through one of these partners is a good way to test the market and learn what might sell and what might not.

Understanding market needs, opportunities within your core business, and taking stock of what you have to offer are all good initial steps to take. Building out the business planning from there to ensure alignment to broader KPIs in the business will be critical. Whether the goal is to create a sustainable learning-driven revenue stream or to maximize revenue opportunities by enhancing the customer experience through learning, investing time and energy investigating the opportunity will be worthwhile. Regardless of the outcome, a deeper understanding of the core business will enable even more effective learning efforts and improved individual and organizational performance.



Authors and Contributors



Matt Pittman (matt.pittman@brandonhall.com) wrote this report. Matt brings nearly 30 years of experience developing people and teams in a variety of settings and organizations. As an HR Practitioner, he has sat in nearly every HR seat. A significant part of those roles involved building out functions in organizations and driving large-scale change efforts. As a Principal Analyst at Brandon Hall Group™, Matt leverages this in-depth experience and expertise to provide clients and providers with breakthrough insights and ideas to drive their business forward.



Mike Cooke (mike.cooke@brandonhall.com) is CEO and Principal 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 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) is Chief Strategy Officer and Principal 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.



Pat Fitzgerald (patrick.fitzgerald@brandonhall.com) edited this report. Pat is Content and Community Coordinator at Brandon Hall Group™. Prior to joining Brandon Hall Group™, he was an award-winning community journalist for 30 years and recognized for his writing, investigative reporting, editing, photography, design and community service. He also started and then sold his own successful weekly newspaper in the Branson, Mo., area.



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

About Litmos

Litmos develops eLearning solutions for top-performing companies. An established leader in the market since 2007, Litmos offers the world's easiest-to-use LMS and a comprehensive learning content library. Thousands of companies trust the solutions to create, curate and connect learning content to employees, customers and partners. The solutions are used by more than 30 million people in 150 countries, across 35 languages.



For more information, please visit: **litmos.com**

About Brandon Hall Group™

With more than 10,000 clients globally and 30 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.

Professional Certifications

Self-paced certification programs. Virtual group sessions for companies. In-person conferences and summits.

Membership

Individual and Enterprise Membership Options: Includes research assets, advisory support, a client success plan and more.

SOME WAYS WE CAN HELP

Excellence Awards

Three annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.

Advisory Offerings

Custom Research Projects, including surveys, focus group interviews and Organization Needs Assessment for Transformation, Technology Selection and Strategy.



ENTERPRISE EXCELLENCE CERTIFICATION PROGRAM

recognizes the best HCM programs that transform their organization and achieves breakthrough results. This designation is a step above the HCM Excellence Awards® which focuses on one program within a company. Enterprise Excellence is a hybrid of award winners who are also members.



SMARTCHOICE® PREFERRED PROVIDER PROGRAM

uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's twenty-eight-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.