

# Why Modernize Learning Content?

## Things You Need to Know



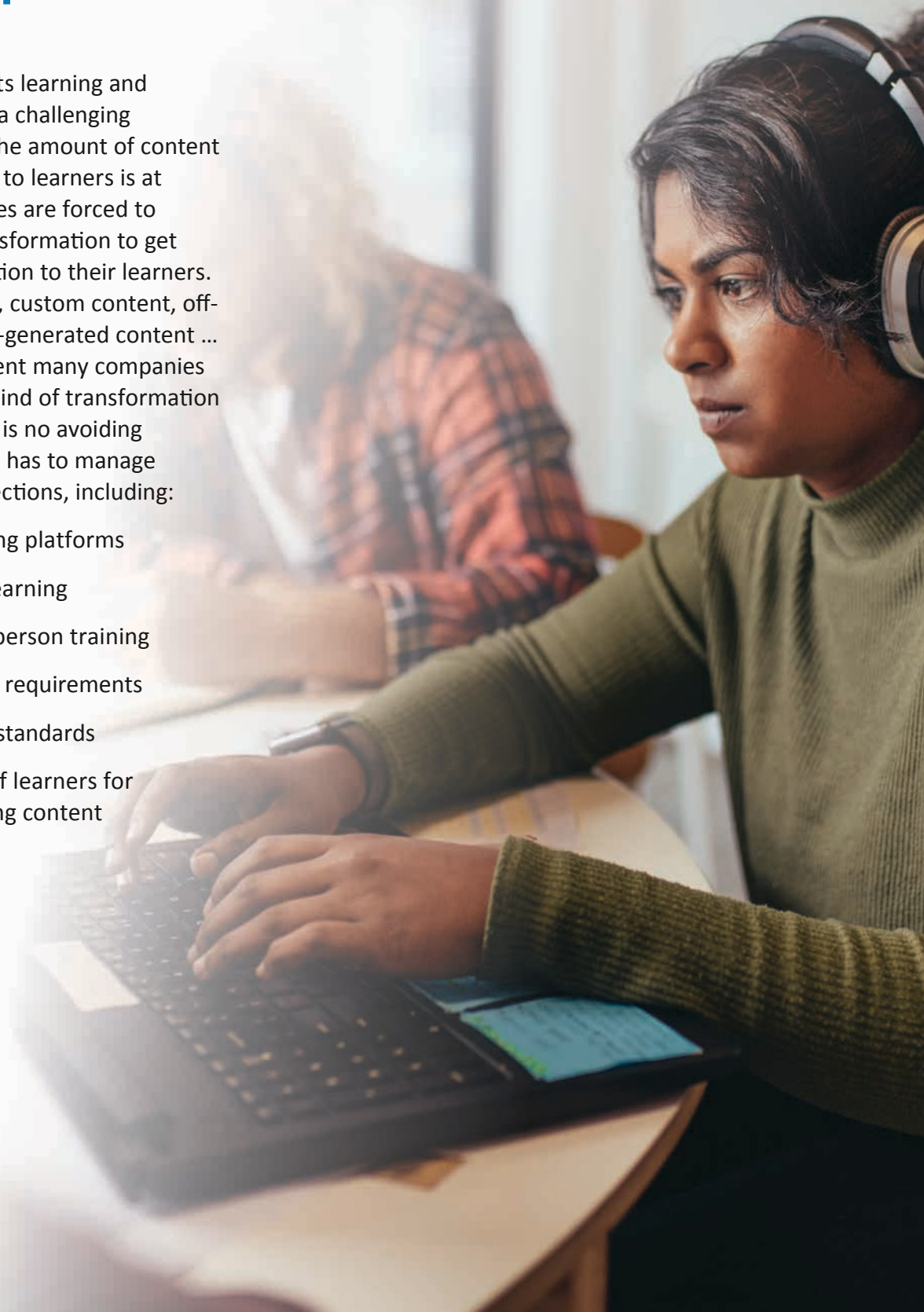
## Table of Contents

Introduction.....	3
Changes in Learning Technology .....	5
Build New or Renew? .....	7
A Framework for Content Migration .....	10
Authors and Contributors .....	12
About Harbinger .....	13
About Brandon Hall Group.....	14

## Introduction

The pandemic era presents learning and development teams with a challenging conundrum. Now, when the amount of content and information available to learners is at an all-time high, companies are forced to accelerate the digital transformation to get that content and information to their learners. Old content, new content, custom content, off-the-shelf content, learner-generated content ... the sheer volume of content many companies are sitting on makes any kind of transformation quite daunting. Yet, there is no avoiding change. The L&D function has to manage change from multiple directions, including:

- Moving to new learning platforms
- An increase in microlearning
- The digitization of in-person training
- Increased accessibility requirements
- Changing compliance standards
- Higher expectations of learners for more engaging learning content



# Why Modernize Learning Content? Things You Need to Know

According to Brandon Hall Group's Learning Benchmarking Study, content accounts for a significant chunk of the L&D budget, as much as seven figures worth in many large organizations. They must take a critical look at their content to ensure they maximize its value in the face of drastically changing workforce needs.

**Nearly 40% of the L&D budget is allocated to content**

**8%**

Content development technology

**10%**

Content delivery technology

**8%**

Third-party technical content providers

**9%**

Third-party nontechnical content providers

Source: Brandon Hall Group L&D Benchmarking Study 2020







## Changes in Learning Technology

Companies are increasing the variety of tools and technologies they employ for learning delivery. This means they require a wider variety of content formats to meet these needs which leads many to either seek to switch out their current technology, add new technology or both.

Of course, the pandemic necessitated a massive shift from in-person, instructor-led training to digital alternatives. But this is not as easy as it

sounds. ILT content does not necessarily translate directly to digital formats and virtual instruction requires a completely different skill set. In the early weeks of the pandemic, companies simply put their ILT content into online meeting platforms. Over time, however, they began to employ a wider variety of digital tools to get better results.

According to Brandon Hall Group's 2020 Learning Management Technology

Study, a need for more personalization and mobile capabilities are two of the top five reasons companies want to move away from their current solution, either to another LMS or perhaps an LXP. This has big implications for content. If the new learning platform is more mobile-friendly, is the content? Are companies able to properly map their content to skills and competencies to allow for a more personal/contextual learning experience?

# Why Modernize Learning Content? Things You Need to Know

Not only are around 42% of companies looking to replace their current LMS, but many are also seeking out new tools and technologies to add to the learning experience. As the use of these tools increases, so does the need to have the appropriate content.

## Modalities to see increased use over the next 12 months:

Virtual synchronous classrooms



eLearning modules



Microlearning



Video learning



Mobile learning delivery



Social/collaboration tools



Online performance support



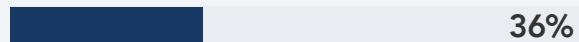
Peer-to-peer learning



Podcasts



Games/simulations (online)



Source: Brandon Hall Group L&D Benchmarking Study 2020

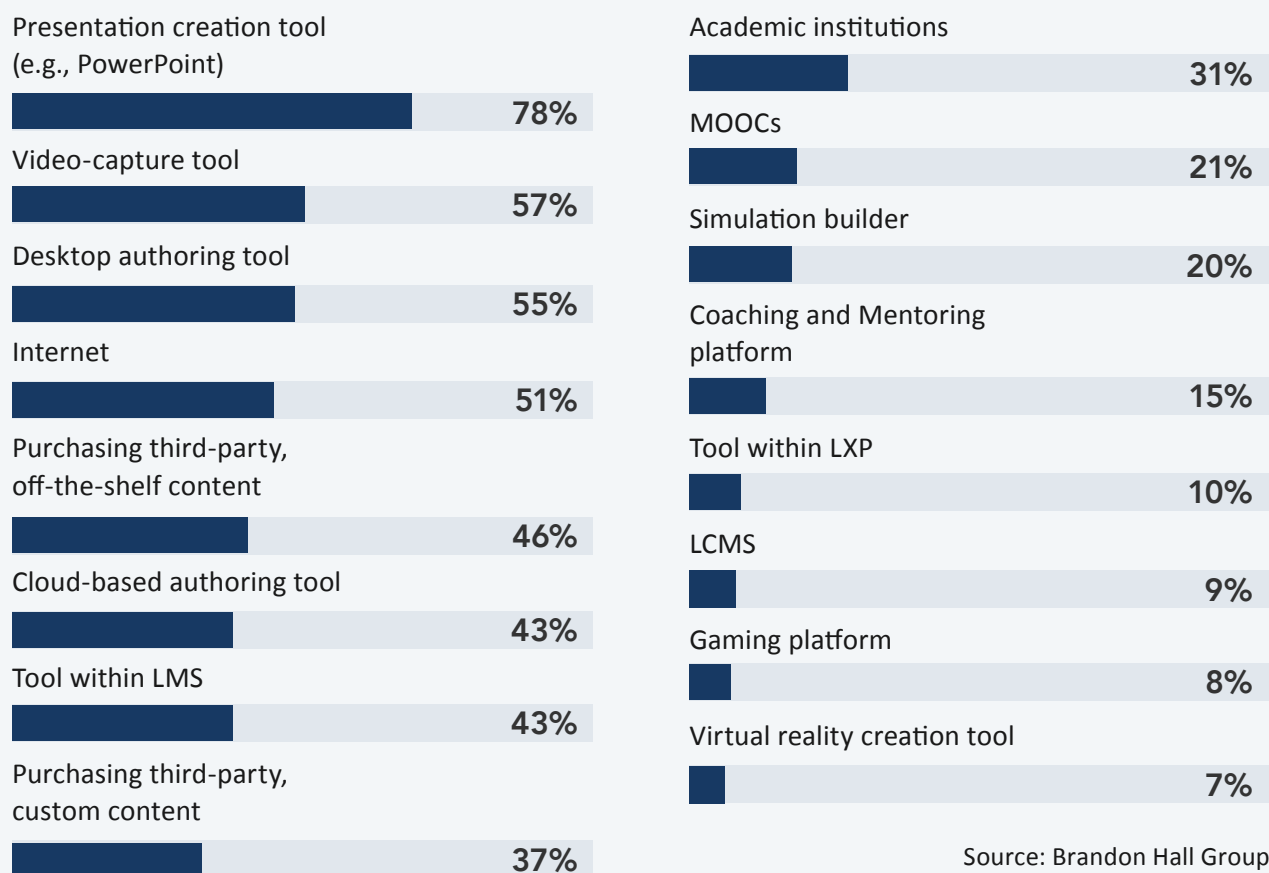


One of the areas that will see increased use is mobile learning. However, a majority of the content organizations currently have is not entirely mobile-friendly. The delivery platform (LMS, LXP, etc.) may be completely responsive and adaptive and offer a mobile app, but the content learners are trying to access is not optimized for the mobile experience. Just 23% of companies in Brandon Hall Group's 2021 Mobile Learning Pulse Survey say that a majority of their content is mobile-ready. Additionally, content issues account for two of the top five challenges facing mobile learning — content creation and content migration.

## Build New or Renew?

The thought of simply piling more content onto an already massive collection may not be appealing to most, but that is not the only answer. Organizations typically have a wide variety of legacy content that lives in a variety of places. This creates a paradoxical world in which the content is traditional and static, yet exists in a complex, difficult-to-navigate mass. Companies often have several tools at their disposal for creating learning content:

### Which of the following are you using for content sourcing/development?

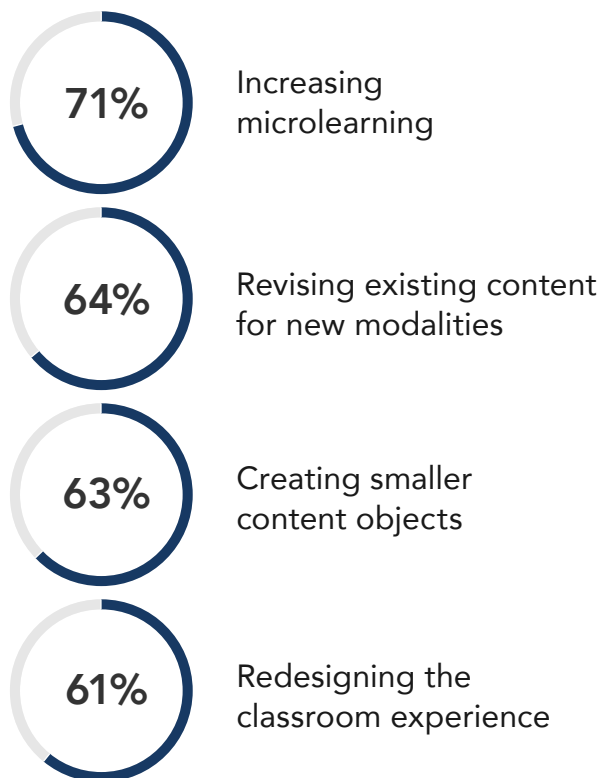


Source: Brandon Hall Group  
State of Learning Practices 2021

## Why Modernize Learning Content? Things You Need to Know

An intelligent approach to what can be reused, repurposed and replaced will solve many challenges. One of the biggest reasons companies hold onto legacy content too tightly is that they see it as an investment that can't just be thrown away. In many cases, it doesn't need to be. Chances are that the knowledge, concepts and information contained in legacy content may be old but still sound. The key is to identify the elements that can be repurposed. In fact, this kind of approach is seen as an organizational priority for learning to help achieve business goals.

**On a scale of 1 to 5, how important is each of the following learning priorities for achieving your business goals?**



*(1 = Not at all; 5=Critically important) Rated 4 or 5*

Source: Brandon Hall Group Learning Strategy Study 2020

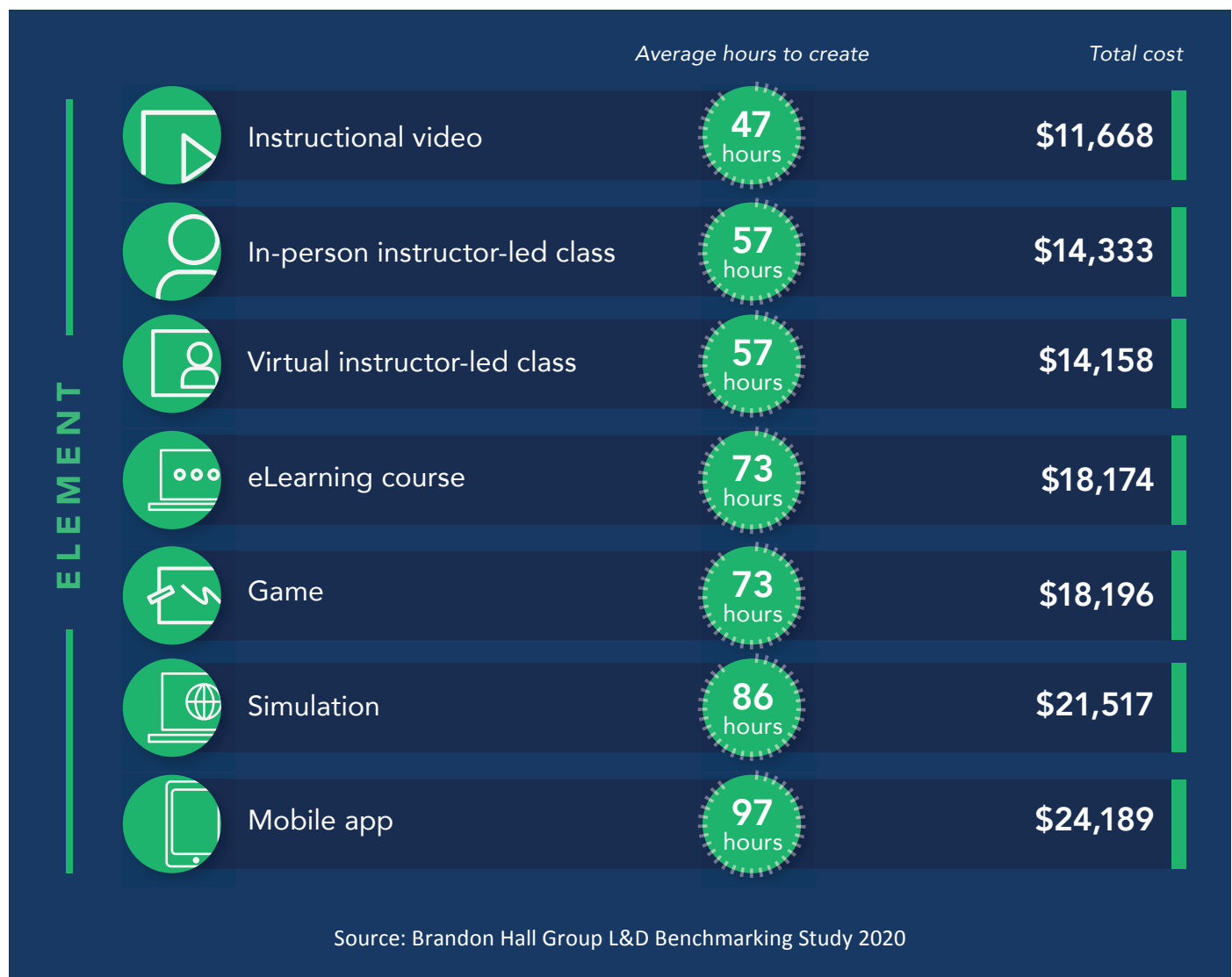


As companies try to transform learning into a more continuous, flow-of-work experience, they are quickly realizing their library of courses and classes does not suffice. There must be an array of curated, searchable, bite-sized learning elements available to learners when and where they need them.



# Why Modernize Learning Content? Things You Need to Know

Companies should take the opportunity a new technology purchase or replacement provides to fully audit their available content. Find out-of-date material that simply must be removed and identify content that can be reused or refreshed. By leveraging existing content for new modalities, companies can meet the needs of their learners while saving the cost of starting everything over from scratch. According to Brandon Hall Group's 2020 Learning Benchmarking Study, a general average hourly cost to build any kind of learning is about \$250. When you apply that to the average number of hours it takes to create typical learning elements, the cost quickly escalates.



It also provides an opportunity to better map learning content to the skills and competencies the business requires to be successful. This is a good measure of the value of legacy content. If it doesn't directly link to a business need, it should probably go. Content that is inadequately mapped to the needs of the business can be hard to find and use and often gets duplicated or left to decay.

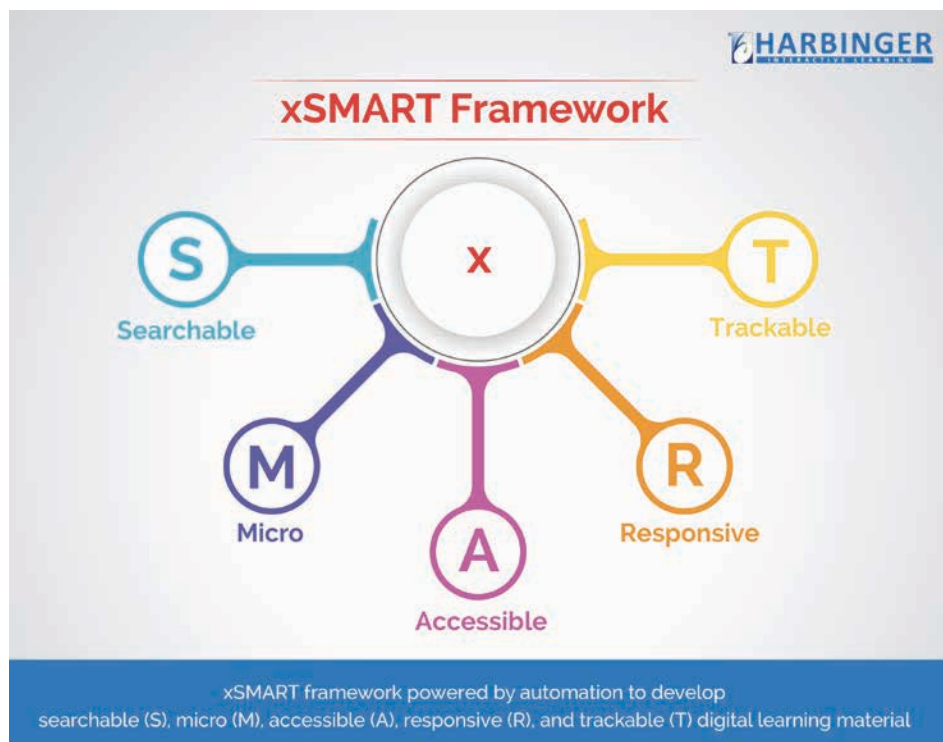
## A Framework for Content Migration



If Learning & Development wants to undergo a digital transformation, there must be an understanding that content must not be left behind.

All the next-gen platforms and mobile apps in the world won't mean much without the proper content flowing through them. As such, companies must start developing a solid learning content strategy now. The right content strategy includes methods to maintain, improve, update and revise current content. This makes learning more resilient and able to react and adapt more quickly when business requirements change. It also helps ensure better compliance outcomes by ensuring the available content is current and relevant. Ultimately, it reduces the amount of rework necessary to replace older material. Organizations must get smarter about their learning content rather than simply buying or creating more of it.

Brandon Hall Group Smartchoice Preferred Provider Harbinger has a “SMART” Framework that organizations can leverage to think through the modernization of their learning content. When assessing existing content and thinking about new content, it’s important to consider the following characteristics:



- **Searchable.** This means instructionally identifying key learning objectives and metadata tagging of content with relevant keywords.
- **Micro.** Find bite-sized elements in existing programs that can be extracted, while leaving the larger program in place.
- **Accessible.** Ensure that content is available for everyone. Whether

it is Section 508, WCAG 2.0 or any other geography-specific accessibility standard, it is recommended to implement these standards across all content via templates.

- **Responsive.** Responsive eLearning design is all about giving an optimal user experience, ensuring content appears and behaves properly on any device and leverages

device-specific features when possible.

- **Trackable.** A big reason companies aren’t willing to move away from legacy content is because they don’t know how to measure anything else. Think beyond SCORM and create content that can generate a wider variety of data and insights.

## Authors and Contributors



**David Wentworth** ([david.wentworth@brandonhall.com](mailto:david.wentworth@brandonhall.com)) co-wrote this eBook. He is Principal Learning Analyst at Brandon Hall Group, focusing on all aspects of learning and the technology that supports 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](mailto: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.



**Michael Rochelle** ([michael.rochelle@brandonhall.com](mailto: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](mailto:richard.pachter@brandonhall.com)) edited this report. He is the Content Manager at Brandon Hall Group and is responsible for editing all types of content related to research. He has experience as a journalist, copywriter, editor, marketer, blogger 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](mailto:emma.bui@brandonhall.com)) is the Graphic Design Associate at Brandon Hall Group. She created the layout and graphics for this report.



## About Harbinger

Harbinger Group is a leading global design and development company specializing in custom eLearning is a global design and development company specializing

With over 30 years of experience in designing award-winning custom learning solutions for clients across multiple industry verticals like publishing, life sciences, BFSI, retail, and high-tech. Harbinger makes use of a wide range of instructional approaches like microlearning, nudge learning, gamification, interactive videos, ILT/vILT, and more to build innovative, engaging, and effective learning content. Harbinger's training programs are learner-centric and explicitly designed to improve employee performance and business outcomes.

With a vision to "transform lives at every workplace," team Harbinger works diligently towards developing performance-oriented and learner-focused learning content. Harbinger specializes in gamification, blended learning, mobile learning, visual design, instructor-led, competency-based learning, remote learning, nudge-based learning, AI Chabot-based learning, and digital learning solutions.



### Learn more about how Harbinger helped its clients to modernize their learning content

Harbinger helped in modernizing the training courses of a catalogue learning solutions provider, which included over 500 Articulate Presenter courses delivered in phases over a year. The courses were required to be updated for the latest technology trends by employing an authoring tool that their Learning and Development team could quickly adapt to with uniform branding and accessibility compliance. Harbinger guided the client in assessing three different technologies for modernizing training content before recommending Articulate 360. Prototype, Processes, Template, Customization, and delivery are the factors that contributed to the modernized course's efficient delivery. With its innovative and rapid course development approach, Harbinger was able to produce considerable benefits for its client. [Read more about this success story here.](#)

Content digitalization is another way with which Harbinger solves organizations' digital transformation challenges. The team at Harbinger collaborated extensively with stakeholders of the largest scientific and professional organization of psychologists to design an effective and engaging digital learning program. The client had a classroom-based training program on accreditation and wanted to transition from a classroom-based training program to a more scalable digital format. There were 30 learning modules with 5-20 minutes of seat time. From deciding the tool to visualizing the final storyboard for the development of courses, Harbinger helped the client from the ground up. As a result, the client was able to launch the courses to a sizeable target audience at their end. [Get more insights about it here.](#)



To know more, please visit:  
[www.harbingergroup.com](http://www.harbingergroup.com)

## About Brandon Hall Group

With more than 10,000 clients globally and 27 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.

Some ways we can help ...



### MEMBERSHIP PACKAGE

Includes research library access, events, advisory support, a client success plan and more.



### ADVISORY OFFERINGS

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



### EXCELLENCE AWARDS

Global recognition showcasing leading programs and practices with a library of case studies.



### PROFESSIONAL DEVELOPMENT

Virtual and on-site certification programs, workshops and webinars supplemented with research-driven assessments and tools.



#### ORGANIZATIONAL EXCELLENCE CERTIFICATION PROGRAM

recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.



#### 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 quarter of a century's experience in evaluating and selecting the best solution providers for leading organizations around the world.



#### HCMA PROFESSIONAL CERTIFICATIONS

are comprehensive educational programs that center around a multiphase knowledge test.