Learner Relationship Management: Impacting the Top- and Bottom-Line

The future rests on how we learn. While this has historically been the lexicon of institutions of higher education, and to some extent the K-12 education system, more and more decisive business leaders are looking toward learning programs and systems as strategic business opportunities. This has caused organizational learning to extend and move beyond the traditional Human Resources departments and squarely into the sights and purview of business unit owners. To that end, there is a meaningful shift in the view of learning as a way to solve business problems, not just as a means to address training problems. This opens up the door to extend the infusion of instruction, knowledge management, and collaboration to the supply-side and the demand side of the organizational value chain as well as to more effectively and efficiently offer learning solutions intra-organizationally.

The notion of Learner Relationship Management looks to leverage learning systems, learning processes, and learning content across an organizational value chain. This is critical as organizations move their view of learning from a cost center to a revenue generating (or cost containment) side of their businesses.

Creating business value involves changing behavior, and effectively and efficiently changing behavior requires the design, development, implementation of appropriate learning tools and environments. Our approach to Learner Relationship Management is tailored to aligning the needs of the organization and the wants and needs of the individual at any point in the value chain. Solutions need to deliver timely, specific, relevant information to the learner to effect positive change in their behavior and help them make wise business decisions. We have found that by combining state of the practice learner research with deep industry knowledge we are able to examine and develop personal, meaningful and relevant learning contexts.

By broadening the view of learning beyond their internal organization and structure, companies are able to leverage their investment in both their learning systems and content development costs. They can then rationalize both of these investments against measurable business results.

Case studies from Toyota and Cisco Systems will be applied.
Learner Relationship Management: Creating Value Across the Value

Supply-side learning solutions

Intra-organization learning solutions

Demand-side learning solutions

Business to business

Business to employee

Business to Consumer

Suppliers

Partners

Customers

Employees, affiliates, and recruits

Direct and or indirect subsidiaries

Existing Business Systems and Processes

Learning Management System

Content Management System

Assessment and Enrollment Data

HR Data

Finance Data

Knowledge Repository

Content