



Enliten's 2014
Trends and Perspectives
On
Making the Business Case for Video and Dynamic Media
Enhanced Enterprise Communications and Workplace Learning

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On

Making the Business Case for Video and Dynamic Media *Enhanced Enterprise Communications and Workplace Learning*

2014 promises to be a significant year for change and innovation in how Enterprise Organizations implement, and manage the impact of, video-based digital technology on communications and workplace learning.

This year's Trends and Perspectives will focus on key topics:

- ❖ **Mobile, Social, Big Data and Cloud Services** (3rd Platform)
- ❖ **Making the Business Case** to Meet Corporate Business Objectives and Department (Business Unit) Goals – Providing Business Value!
- ❖ **Mobile Performance Support:** More powerful workplace learning solutions
- ❖ **Digital Touch Points** (the term and book) are embraced and used by executives

Enliten tracks numerous industry sources to find trends and innovations relevant to the use of video and dynamic media in the enterprise space, some of which are referenced in the *Predictions and Recommended Reading* Section (following this report).

We feel that the IDC Top Ten Technology Predictions for 2014 report provides some profound insights. In the report, IDC states that this will be a *Year of Escalation, Consolidation and Innovation as the Transition to IT's "3rd Platform" Accelerates*. Many of its forecasts are indicative of what will impact video communications and workplace learning, including the use of social networking, cloud (managed) services, big data/analytics and mobile devices.

More importantly, organizations are making the business case to implement and enhance video-based communication and workplace learning systems that provide business value. We provide a brief description of key factors and steps needed to develop a compelling, convincing justification for solutions that span multiple stakeholders and perform across the enterprise ecosystem.

How we communicate with, provide knowledge and skills for, and support the performance of our people is changing, driven mostly by technology innovation and advancements. We will touch briefly on how organizations are providing the support that is needed at the "times of apply" or when "things go wrong" or even "when things change".

Finally, we will provide an update on *Digital Touch Points* (the book).

Mobile, Social, Big Data and Cloud Services (3rd Platform)

The most notable areas of advancements, innovation and growth will be mobile, social networking, big data and cloud technologies, which International Data Corporation (IDC) calls the four pillars of the 3rd Platform.¹

To provide perspective, the 3rd Platform includes mobile, social, big data and cloud technologies, has billions of users (including enterprise organizations, small businesses, consumers, service providers and emerging markets) and millions of Apps, services, content and experiences. Mobile devices and apps are the critical element, as the projected IT spending indicates. The 2nd Platform is based on PCs, the Internet/LAN and client/server, has hundreds of millions of users and only tens of thousands of Apps. The 1st Platform included mainframes and terminals, had millions of users and thousands of Apps.

According to IDC, worldwide IT spending will grow 5% this year to \$2.1 trillion in 2014. Spending for 3rd Platform technologies will grow 15% this year and capture 89% of IT spending growth. Smartphones and tablets will account for about 90% of the projected growth. Cloud spending, including cloud services and the technology to enable the services, will increase by 25%. Spending on big data technologies and services will grow by 30%. In addition, enterprise social networks will become increasingly available as standard offerings from cloud service providers and by 2017, 80% of Fortune 500 companies will have an active customer community (up from 30% today). IDC predicts the market for server, storage, and networking components will increasingly be driven by cloud service providers: vendors will be forced to adopt a “cloud-first” strategy.

IDC is a global provider of market intelligence and advisory services for the information technology, telecommunications and consumer technology markets. Each year, IDC provides an annual market forecast. The link to IDC’s 2014 Projections is included in the *Industry Trends and Recommended Reading* Section (following this report).

According to IDC, as enterprises embrace the 3rd Platform technology initiatives, they will need to closely align strategies and priorities with business objectives. We strongly believe this applies to video-based communications and workplace learning solutions as well as enterprise-wide IT systems and network architecture. It is a good foundation for the key focus of this year’s Trends and Perspectives: **Making the Business Case** for video and dynamic media.

¹ www.idc.com

Making the Business Case

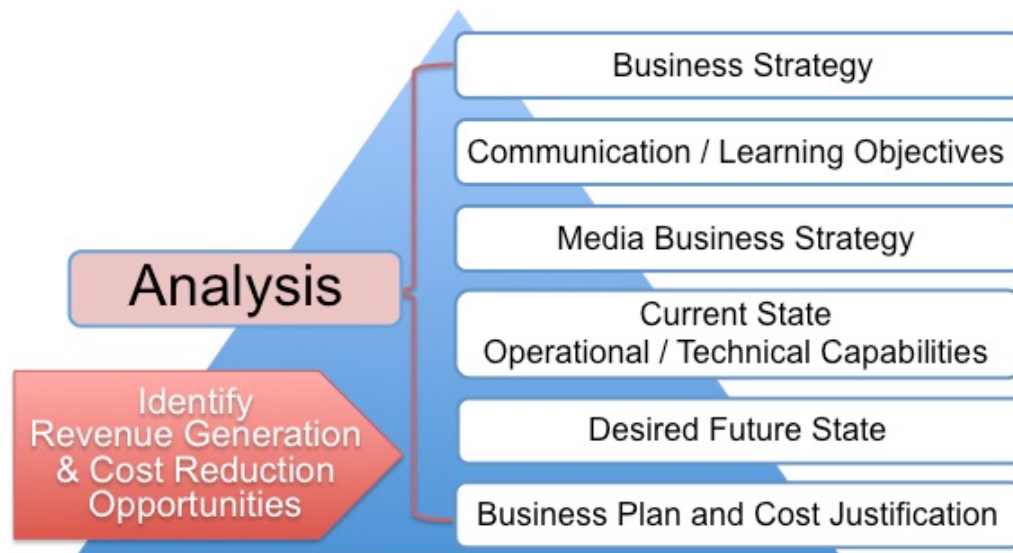
As media technology evolves and video is further embedded as the primary means for informing and enabling employees, organizations must conduct thorough analyses and research to ensure they are selecting and implementing the right video-based solutions to meet their business needs. The building of a business case tends to be challenging and requires the involvement of multiple stakeholders. We see the following positive trends contributing to the development of business cases with high value:

- There is a growing demand for video
- There are numerous capable, affordable and secure solutions
- Executives are identifying the need for video
- There is collaboration between business units that need to communicate and learn, and the departments that provide them with functional support services
- There are compelling business reasons to enhance and/or implement video-based communication and workplace learning solutions, including revenue generating and cost avoidance/saving opportunities.

To build the business case for video solutions focus first and foremost on the organization's strategic business objectives. Then assess your workplace learning and communication objectives. Incorporate them into a media business strategy that defines target audiences and clearly specifies what they need to know and do.

The next step is to assess the organization's current systems and capabilities and identify the desired future state, including functional, operational and technical requirements.

Key Steps to Building an Effective Business Case



At this point, it is possible to determine the budgetary cost for an enterprise-wide video communication and/or workplace learning system that is based on an understanding of available, viable industry solutions. However, a request for information (RFI) and/or proof-of-concept pilot may be necessary to meet organizational budget request requirements. Outside assistance may be helpful to accurately estimate total system costs.

Gaining user buy-in and financial support is often the most challenging aspect of building a business case. Often, this is overcome with a solid internal marketing campaign for the features, advantages and benefits of the solution and providing hands-on exposure to functional capabilities. These can best be achieved by conducting a system pilot. The funding justification for many video-based systems is achieved by focusing on one or two primary uses, e.g. the cost savings for a specific training application, offsetting travel and lodging costs and the cost of non-productive time.

One of the ways of providing business value is to add **Performance Support** to workplace learning and video communication solutions.

Performance Support: Impacting Enterprise Learning

The business environment and rapid changes in media and learning technologies are enabling change in how we communicate with, provide knowledge and skills for, and support the performance of our people.

Research shows that only a small percentage of what people learn during traditional training methods e.g. classroom, WBT, distance learning and self-paced learning, is retained until it's needed on the job. Most improvements in performance occur on the job and during the application of new skills and knowledge. Progressive organizations are supporting performance at the "times of apply" or when "things go wrong" or even "when things change".

Instead of teaching workers everything they may ever need to know and expecting them to be able to perform as required later (when we know that doesn't work), organizations should provide access to tools that enable them to perform as an expert (long before they are experts). One way to define Performance Support is providing access to needed information and help any time, any place via any device, any browser and operating system.

Until recently, many organizations provided a checklist of best practice as their method of Performance Support. Often it was designed to replicate a printed checklist document. Knowledge retention was improved, but it was expensive to create and cumbersome to use.

Today the cost of technology has been significantly reduced, while the power of technology has significantly increased. It is now possible to provide access to any content, including video and dynamic media via smartphones and tablets any time anywhere.

Our review of current research and initiatives, as well as our own work indicates that 2014 will be the year that Mobile Performance Support will get traction and begin providing very favorable outcomes and returns on investment.

Digital Touch Points

A highlight of 2013 was the publication of *Digital Touch Points: How to Gain a Competitive Advantage Using Video and Dynamic Media (Practical Tips for Executives)*. Since becoming available (on www.amazon.com – in print and Kindle and through educational wholesalers), *Digital Touch Points* has been the featured topic for numerous industry conferences, webcasts and meetings and is now a classroom textbook.

Executives have embraced the term *digital touch points* and the book is the foundation from which many organizations are assessing the effectiveness of their communications and workplace learning tools and techniques. The term ‘digital touch points’ is a description of what we are striving to achieve through the use of digital media.

*A **Digital Touch Point** is the reaching of an individual through an electronic device. More specifically, it is a point of contact when a person or a company provides a targeted customer or employee with information or content via a digital media channel for consumption on a digital device such as a television, computer screen, tablet, smartphone or other smart device.*

TOP PREDICTIONS / RECOMMENDATIONS FOR 2014

We are all challenged by the accelerating use of innovative technologies and apps that are impacting how we acquire and share information. We use a variety of mobile devices to view and share content and interact with others. We are upgrading enterprise (and personal) technology at an accelerating pace (replacing devices as if they are throw-aways) and downloading apps as if they are free (many of them are). In this new media and mobile centric environment, we prefer that the content be in a video format, pervasively available, and accessible on every device we own.

Technology vendors are competing to provide the latest and greatest technology, apps and services to capture their share of the consumer market. They are also working with enterprise clients to apply the same, or similar, solutions to the workplace environment. IDC provides excellent, quantifiable insight into how and what will take place as vendors change their business approach and strive to meet the demand for 3rd Platform systems and services.

It is up to the enterprise to identify and implement the right video-based solutions, methods and tools that will support meeting business objectives. The following are predictions and recommendations Enliten believes will be helpful for organizations when building a business case to meet their specific and unique requirements.

1. Digital Touch Points

Increasing the number and quality of touch points with clients, employees, strategic partners and the news media can have a significant impact on the bottom line.

Organizations can improve the potential for achieving their business goals and objectives by embracing video-based communication/training solutions and leveraging the four pillars of the 3rd Platform: mobile, social networking, big data and cloud technologies.

We recommend embracing the term Digital Touch Points to address the use of digital media by and for all stakeholders throughout the enterprise.

2. The Cloud

The value of the Cloud for enterprise video is already enormous and significant. However, it will increase exponentially as organizations learn how to leverage its extensive, far-reaching capabilities to ensure that content is readily available for, and easily accessible by, targeted viewers.

The Cloud is different from the Internet. The Internet is a giant network of unmanaged networks, which provides access to the web. Essentially, the Internet is a tool, not a service.

The Cloud is a managed resource, where vendors provide the infrastructure and 24/7 support that enables companies to implement applications over the Internet or private networks.

We believe the Cloud will be a significant factor as organizations assess their business needs and implement an enterprise-wide communication and workplace learning solution.

3. Mobility

Mobility is projected to be the area for the most significant growth. No surprise as people demand to consume content anywhere, anytime and on various devices. Organizations will be challenged to keep up with the management of innovation and change, including the provision of:

- *The right tools and apps for the business application(s)*
- *Interactive and content sharing capabilities*
- *Fresh and timely content*
- *Training and guidance on how to leverage mobile devices to achieve results*

It will be interesting to see the form factors for smartphones, tablets and laptops as they evolve. As screen sizes expand and contract, will curved/bendable small screens gain traction? Will Glyph, Rift, Google Glass and wearable devices be embraced for video applications? We believe they will... and faster than currently anticipated.

4. Mobile Performance Support

The recent technology advancements in mobile devices and wireless connectivity have sparked a heightened interest in enterprise mobility solutions. This has generated interest in the use of Mobile Performance Support (MPS) tools and methods. MPS systems are being designed and deployed that can deliver dynamic media to any device, running on any operating system, any time and anywhere.

YouTube is the most widely accepted source for the use of video. Over 1 billion unique users view over 6 billion hours of YouTube video content each month. (More than one hour for each human being on earth.) Over 100 hours of YouTube video is uploaded per minute. Usage is growing. Not surprising when more than 65% of adults are visual learners. Most of this content is consumer-based for information and entertainment purposes and is viewed using mobile devices. However, much of this consumer-directed content provides guidance on how to do things and in a way is very similar to the basis of performance support.

Workers want on-the-job access to content the same way they enjoy getting it as consumers. Although organizations may use public channels such as YouTube to distribute content, they primarily use proprietary channels and best practices to distribute critical content effectively and securely.

Enliten forecasts that the implementation of technology, including mobile solutions, in enterprise-wide video and workplace learning eco-systems will provide business value that far exceeds the sum of its parts. A few progressive are developing strategies for combining their mobile, social media, big data and cloud assets, to provide a cost-effective architecture and infrastructure that enables superior communications, knowledge management and workplace learning. The journeys will begin in earnest during 2014.

Bottom line: Enliten forecasts that during 2014, efforts to deploy MPS systems with a bias for video will begin to ride on the fastest growing technologies: Mobile, Social Media, Big Data, and the Cloud.

5. Analytics

According to IDC, spending on big data technologies and services will grow by 30% in 2014 as enterprises look for data sources and applications that help them understand their customers, products and the markets in which they compete. This applies to the use of video in most organizations.

Example: Consider rating systems and the tracking of advertisements in the consumer space (broadcast and on-line) to measure and understand customer interests and activities. Similar capabilities exist to track and measure participation and performance across an enterprise communication and workplace learning system. The collection and analysis of data related to video views against purchases and improved performance for employees trained on new products and services can provide conclusive business information that may justify a system acquisition.

6. Managed Video as a Service

As media evolve, new technologies are implemented and systems and operations are integrated with IT infrastructure. The process for purchasing video-based solutions and services is also changing and is called Managed Video as a Service (MVaaS). IDC and the IT community refer to the change as moving from an Infrastructure as a Service (IaaS) to Platform as a Service (PaaS) as Cloud services are developed and expand.

MVaaS (or PaaS) is defined as an “outsourcing” or “managed service” where the vendor contractually assumes responsibility to provide equipment, software, system design and integration, (possibly) staffing resources and specified support services. An additional benefit to purchasing video services via an MVaaS approach is that can mitigate the risks to organizations by avoiding obsolescence to equipment and software and provide future proofing for upgrades and enhancements of new and innovative technology.

7. Business Alignment

It is critical that all stakeholders are in concert when selecting and implementing an enterprise-wide system to support different departments and business units and to work across multiple functional groups. This includes CIOs, CTOs, CMOs,

CLOs, CCO (Communications and/or Creative), CFOs, etc. and applies to all video-based solutions as well as any system that connects to IT infrastructure and the corporate network.

In a recent article for cioinsight.com, What CIOs Need to Know About Business Alignment, Dennis McCafferty provides statistics and best practices compiled from research, including:

- *CIOs spend 37% of their time focused on business matters.*
- *Identify all key stakeholders. Interview them to discuss essential business needs and pain points.*
- *Designate IT members not only for their tech and business knowledge, but their ability to collaborate and improvise.*
- *Assess which gaps remain in terms of IT addressing business needs and eliminating pain points. Match all subsequent tech investment to directly addressing these gaps in order to justify the strategic and business purpose of the investment.*

8. Building the Business Case for Video – Make it Happen!

Video content has become a critical asset for most organizations. People want and need video. There are goals to achieve and business objectives to meet. Video can help. Building a thorough and compelling business case for video provide significant business value.

Achieve buy-in and support from all key stakeholders: Get them aligned, on the same page. Then, follow the steps outlined earlier in this report, including the development of a media business strategy. Do not let technology drive the process or dictate the solution. Determine business needs and capability requirements. Understand and consider the entire video and learning ecosystem including: mobility, social media, the Cloud based on your specific needs..

The implementation of the solution may be conducted over an extended period (to accommodate and honor existing contractual commitments) and may cost more than previous video-based communication and learning systems. However, the solution will likely cost less on a per location and/or employee basis than other communication, workplace learning and business tools. And it has the potential to provide extensive functionality and business value.

9. Internet of Things (IoT) and Everything (IoE)

The acronyms IoT and IoE will be as common as HDTV, LCD, LED and IP and likely to outlast CD, DVD, etc. They stand for Internet of Things and Internet of Everything.

IoT is the network of physical objects that contain embedded technology to communicate and sense or interact with their internal states or the external environment, but excludes PCs, tablets and smartphones.

IoE is the smart networks that are required to support all the data these objects generate and transmit. Cisco and other network companies will drive the IoE. John Chambers, Cisco CEO, stated during his 2014 CES keynote, "Sensor-equipped objects and their networks will reshape our lives." Cisco estimates the number of connected objects will reach ~50 billion in 2020 (or 2.7% of the total things in the world).

Some consider IoT and IoE to be the same.

You can expect to hear and read a great deal about IoT and IoE and how they will impact our lives as consumers. At the same time, we will monitor and track how IoT and IoE apply to the four pillars of the 3rd Platform and how they can impact what we do in the workplace regarding the use of video and dynamic media to enhance enterprise communications and workplace learning.

Refer to the Recommended Reading list for links to information on IoT and IoE.

Industry Trends & Recommended Reading for 2014

Enliten researches and reviews publications, white papers, studies and surveys for and about topics and issues relevant to the use of video and dynamic media to enhance enterprise communications and workplace learning. This includes a cross-section of industry sources on areas such as video, audiovisual, training and learning, communications, IT, networking, financial, facilities and retail.

The following are this year's Industry Trends and Recommended Reading. All of them have information on or predictions about technology or business practices that can impact the use and value of video in any organization.

Visit the respective website for entire articles or lists (not all are included).

You may be required to register or subscribe to the publication for access to the content.

[You may need to copy a link into your browser to access the content.](#)

Links to these and other websites can be found via the Resource/Publication tab on the Enliten website: www.enliten.net

Digital Touch Points:

How to gain a Competitive Advantage Using Video and Dynamic Media

By Randy Palubiak, Enliten Management Group, Inc.

http://www.amazon.com/Digital-Touch-Points-Competitive-Executives/dp/0989554805/ref=sr_1_1?ie=UTF8&qid=1392219562&sr=8-1&keywords=digital+touch+points

Recommended Practices for New Corporate Learning Leaders

By David Lamb, exec-U-tive

<http://digitalcommons.kennesaw.edu/jee/vol12/iss1/6/>

(click download for access)

IDC Predicts 2014 Will Be a Year of Escalation, Consolidation, and Innovation as the Transition to IT's "3rd Platform" Accelerates

IDC Press Release

www.idc.com/getdoc.jsp?containerId=prUS24472713

10 Networking Predictions for 2014

What's Next in Networking?

Technologies, ranging from wireless to video to unified communications are expected to make major strides this year. According to a study last year from research firm Informa Telecoms & Media, mobile operators are specifically embracing technologies to make their networks more scalable, flexible and better equipped to handle the growing number of data-intensive applications, like videos.

By Kristen Bent, CRN

www.crn.com/slide-shows/networking/240165824/10-networking-predictions-for-2014.htm

10 The Terms Everyone Needs to Know for 2014

The Institute for Software Integrated Systems (ISIS) at Vanderbilt University provides its list of technical terms everyone should know including many closely related to video (our area of interest): Cloud storage, Big Data, Augmented Reality and Agile Development Methods.

By Douglas C. Schmidt, Technology & ElectronicsinternetCloud Storage
news.yahoo.com/10-tech-terms-for-2014-142337446.html

Gartner Identifies Top Strategic Technologies

Gartner contends there are 10 strategic technologies that will drive four powerful social, mobile, cloud computing and information forces that will cause fundamental business changes in 2014.

By Michael Vizard, cioinsight.com

<http://www.cioinsight.com/it-news-trends/gartner-identifies-top-10-strategic-technologies.html/?kc=CIOMINUTE10232013CIOA&dni=84915673&rni=22995036>

Top Nine e-Learning Predictions for 2014

e-Learning's forecast for 2014 is based on findings from its interview series titled *Crystal Balling with Learnnovators* and covers a number of relevant topics, such as: mobile learning, social learning/informal learning, HTML5, video-based learning, Tin Can API and learning analytics.

By Ravi Pratap Singh, elearningindustry.com

elearningindustry.com/top-9-e-learning-predictions-for-2014

Trainer Talk: Embracing Technology

Enliten has long taken the position that technology should not drive applications and purchasing decisions. Pike provides a compelling perspective around the question, "When should you embrace technology in training?"

By Bob Pike, trainingmag.com

www.trainingmag.com/content/trainer-talk-embracing-technology

Crewsnews Interview with Enliten's Palubiak on What is a Digital Touch Point: Utilizing digital touch points to reach your audience

By Christopher Franklin, Crews Control

newsletter.crewscontrol.com/November-2013/what-is-a-digital-touch-point

Internet of Things (IoT)

Gartner Says the IoT Installed Base Will Grow to 26 Billion Units By 2020.

www.gartner.com/newsroom/id/2636073

CES 2014: Cisco's Internet of Everything Vision

Endler discusses John Chamber's vision for Cisco's IoE to reshape our lives.

By Michael Endler, InformationWeek

<http://www.informationweek.com/strategic-cio/executive-insights-and-innovation/ces-2014-ciscos-internet-of-everything-vision/d/d-id/1113407>

Internet of Everything in Motion

Cisco's on-line Connections Counter.

Cisco estimates that the number of connected objects will reach ~50 billion in 2020 (or 2.7% of the total things in the world). Check the Slideshare (at the bottom of the page) 'The Internet of Everything (IoE)' for statistics.

newsroom.cisco.com/feature-content?type=webcontent&articleId=1208342

Making the Business Case

For Video and Dynamic Media
Communications and Workplace Learning

Enliten Management Group, Inc.
Enliten's 2014 Trends & Perspectives
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Randy Palubiak

Randy is an industry analyst and media business strategist with over 30 years of experience in visual communications covering broadcast television, media and video production, enterprise communications, satellite and terrestrial-based networking services, interactive distance learning networks and digital signage.

He helps enterprise organizations create their media business strategies, develop business justifications and select the solutions and vendors to implement the most effective blend of media channels to meet their business requirements.

Randy is on the Board of Directors and an Advisor to numerous associations and organizations. He is a recognized speaker and presenter and is the author of *Digital Touch Points: How to Gain a Competitive Advantage Using Video and Dynamic Media* and has co-authored two industry books: *Delivery of Media in the Enterprise* and *The BTV/IP Receiver Guide*.

David Lamb

David has extensive experience in establishing and leading strategic Workplace Learning functions, both as a corporate leader and as a learning strategy consultant. He has led or been on the senior leadership team of six corporate universities.

He implements workplace learning strategies and methods that consistently improve an organization's return on investments in improving human performance. He has led or been a member of the senior leadership team of six corporate universities... Rollins, Inc., BellSouth, Bank of Montreal, Aetna, ADP and General Motors (most recent first).

David has extensive experience in leading the development and delivery of e-Learning solutions e.g. synchronous and asynchronous Web-Based Training, Social Media tools, Electronic Performance Support Systems, Learning Management Systems, Podcasts, Video-centric solutions, Web seminars and Satellite-Based Interactive Distributed Learning.

David has served on or advised numerous board of directors for the workplace learning professions and universities e.g. the International Society for Performance Improvement (ISPI) Atlanta Chapter, the American Society for Training and Development (ASTD) and the Atlanta Human Resource Leadership Forum.

David is a member of the National Nuclear Power Accrediting Board 2012-2015. He has received CLO magazine's award for Learning Innovation and a 2011 LearningElite award for best corporate learning organization. David is a Certified Professional in Learning and Performance (CPLP) and a certified corporate coach.



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