



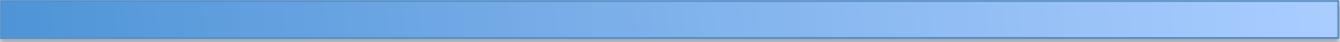
Enliten's 2015 Trends and Perspectives

Business and Content Strategies

**Making Video Readily Available and Easily Accessible
For Learning, Performance Support and
Communications**

David Lamb
Randy Palubiak

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Enliten's Annual Trends and Perspectives provides insight and guidance to corporate executives to help develop and implement business and technology strategies using digital media and video for enterprise communications and workplace learning.

OVERVIEW

During 2015, new innovative technologies will continue to impact video, visual-based communications and workplace learning. However, research indicates that many organizations struggle with technology enhancements and upgrades as they implement their digital transformation strategies. This includes their enterprise video and learning ecosystems.

Enliten believes that successful digital transformations are a result of organizations using the right blend of technology with well-thought out business and content strategies, solution implementations.

But more importantly, 2015 will be a time when forward thinking executives focus their attention on how to *use* new technology and how to leverage it throughout the enterprise: cost effectively, efficiently, and with collaboration amongst multiple departments and business units. And these astute executives will leverage existing capabilities that are complemented and supplemented by new systems and capabilities.

This year's Trends and Perspectives will focus on:

- ❖ **Introduction - What is Corporate Video?**
- ❖ **Performance Consulting Delivers Business Value**
- ❖ **The Importance of Content Strategies**
- ❖ **2015 Statistics and Industry Predictions**
Highlights from research firms and industry vendors show a compelling case on the power and value of video for communications and learning.
- ❖ **Mobile Video for Originations and Viewing**
- ❖ **Drones**
- ❖ **Satellite for Enterprise Communications and Learning**
- ❖ **4K Video**
- ❖ **Tips and Recommendations**

Enliten tracks industry sources to find trends and innovations relevant to the use of video and dynamic media in the enterprise space. Our experience is gained through analysis, determining desired future states, developing cost models and business justifications and assisting with the selection of solutions and vendors to meet each customer's specific needs.

Enliten's role and value is providing information and insight about the *what* (technology and solutions) and perspective and guidance about *how* and *why* which technology will best fit with your business objectives and content strategy.

INTRODUCTION

Savvy executives are embracing video as a key element to their company's over-all visual-based communications and learning strategy.

As the current digital transformation continues and the role of video expands, organizations are assessing their enterprise-wide video ecosystems to ensure that they conform to, and perform within, the entire network infrastructure. It is critical that everyone has a common understanding of video and how it can represent significant cost savings: by avoiding investments in multiple and unnecessarily replicated systems; and by improving workflow.

The following description may provide a helpful perspective.

What is Corporate Video?

Corporate video is not just a single event, such as a corporate or training video.

Corporate video is the umbrella term to describe all means of video-based uses, systems and strategies throughout the enterprise for communications and learning.

It is much more than a message, presentation or training session distributed live over the company's network or recorded on a DVD.

The corporate video strategy is a key component of an organization's media business strategy and is used to leverage the systems, staffing and associated resources to meet the company's business objectives.

Corporate video is anything involving visual (and associated audio) content, including the transmission of the content over a proprietary corporate network (terrestrial or satellite) or content delivery network (CDN) via the public Internet. It may feature a live program, event, training session, executive meeting or other communication. Also, it may be/include an animation, converted film or series of pictures, PowerPoint or computer generated message.

A corporate video can be created by any person or department, using company managed production studios, learning centers or conferencing systems or third-party, commercial facilities, or be user-generated-content that is created on personal devices.

Corporate video is the recording and distribution of content on an electronic (hard or removable) medium such as DVD, Blu-ray disc, and memory sticks or flash drives.

Video content can be viewed on large television or projection screens in group settings, such as meeting or conference rooms, training centers, public gathering and high traffic areas as well as at desktops or on personal mobile devices.

Corporate video can be a webcast, video stream and/or satellite broadcast to multiple locations and viewers who are geographically dispersed or include two or more sites via

videoconference or telepresence systems. It can be an embedded video or learning module that is available via a proprietary network or the public Internet. Also, it can be distributed over a digital signage network for both internal and external (customer or public) consumption.

Organizations use video for a wide range of applications, distributing content live and/or on-demand via numerous media channels for viewing on devices and screens of all sizes. Those producing video content can also view content created by other departments and sources.

For example, the learning group may use some of the organization's video systems (such as videoconferencing, webcasting, desktop video, and collaboration tools) to ensure that all employees are informed and up-to-date on company business issues. They may then add other video capabilities (such as satellite distance learning, computer-based-training, and hard-media playback) to provide learning and training video content throughout the organization.

The important challenge is ensuring that everyone in the organization is collectively using the enterprise-wide video systems efficiently and effectively for corporate communications and workplace learning.

PERFORMANCE CONSULTING DELIVERS BUSINESS VALUE

Performance Consulting focuses on delivering accomplishments of business value. Best practice Business Communication and Workplace Learning strategy consultants use this systematic and holistic approach to identify the desired future state of technical infrastructure. They consider themselves business oriented Performance Consultants. They operate at the junction of business value and communications/workplace learning.

Effective consultants focus on identifying business needs prior to framing the solution. Their consulting process begins with reviewing corporate strategies and business objectives, then identification of required knowledge and skills, followed by determination of the content strategies for Learning and Business Communications. These findings allow them to proceed with analysis of systems architecture and infrastructure needs. Note that there is an early emphasis on content strategy.

Consultants must ensure that a thorough and complete business analysis is conducted. If all business challenges and opportunities are not identified correctly, the solution will almost certainly be inadequate. For example: "We are deploying mobile devices to all associates, so we clearly need a new technology platform to deliver our content." Note that the focus is primarily on technology with only a cursory nod to content.

Note: After using numerous Human Performance Improvement analysis tools for major initiatives, Enliten has found that the best meta-model for achieving our client's needs is the Performance Consulting methodology.

THE IMPORTANCE OF CONTENT STRATEGIES

Many organizations have developed business cases for new corporate communications/workplace learning initiatives, received approval, selected technology platforms, tools and methods, and installed the system on time and within budget. Hooray! And then, for content to deliver, they quickly repurposed existing content that may be of low value and does not meet the needs and expectations of their clients and users. Best practices dictate that we always begin with the end in mind. And the end includes delivering value-laden content. “Content strategy is King... and delivery architecture, is the Queen.”

It is highly important to develop concurrent content and technology strategies. In fact it is a critical success factor for implementing human performance improvement platforms.

Take Mobile Learning as an example. The Mobile Learning “gurus” conjure visions of glorious success. But success is elusive without effective and supportive technical and content strategies

Enliten agrees that mobile technology is a powerful solution. But mobile learning seems far behind other uses of mobile technology. Only about 18% of large corporations have deployed mobile solutions and the vast majority of those are in Asia.

Why is this the case when mobile learning and mobile performance support have the power to provide breakthrough results? Enliten’s assessment is that the analysis and planning phases do not receive proper attention. There is a strong business case for mobile learning and mobile performance support solutions if the proper analysis and planning is conducted for both technology and content. There is a synergistic effect. When planned and executed well, the whole is considerably greater than sum of the parts.

We see a new dawn. The technologies required for success are available and affordable. There are now some good success stories. New platforms are being approved due to the economics of the business case and business drivers.

But what is exciting is that a new content paradigm is also underway. There is real interest in video-based simulations, sophisticated virtual world gaming simulations, visual mobile performance support, video-based user-generated peer-to-peer programs. We think that there will be a breakthrough soon.

A good analogy is what happened in the movie industry in the 70’s. The industry’s “tried and true” business process had run its course. Ticket sales were down and the industry was having a hard time competing with television programming. Many studios were on the brink of failure. Then out of the doldrums of the 60’s, a group of young entrepreneurial directors surfaced: Scorsese, Coppola, Spielberg, Lucas, et al. They introduced new and sophisticated graphics and special effects, pyrotechnics, and directing styles. And a new breed of actors surfaced, including De Niro, Pacino, Beatty and Nicholson. They turned the industry upside down and produced such modern

classics as Easy Rider, The Godfather, Chinatown, Taxi Driver, Jaws and Raging Bull. Innovation and experimentation reined supreme. There was a huge growth in moviegoers and profits.

We feel that the same is poised to happen in the Business Communication and Workplace Learning professions. Digital omnivores (those who comfortably use multiple mobile devices e.g. smartphones, tablets and laptops) have a passion for new ways to communicate and enable the performance of others. A new paradigm for visual-based learning content is beginning to take shape. This new breed of designers wants learning to be not only highly effective, but also interesting and fun. To do things differently, you have to see things differently. Many are currently focusing on the “gamification” of learning. Learning by doing is powerful. Others are creating learning and performance support apps for smartphones and tablets... and at some point for smart watches and other wearable devices. The fuse is lit. We may reach the tipping point this year.

2015 INDUSTRY STATISTICS AND PREDICTIONS

Are Companies Effectively Using Video and Data to Derive Valuable Business Results?

Companies collect data on a wide variety of topics, including the use of video to reach targeted viewers and establishing business analytics to, among other things, forecast outcomes and determine which actions will result in the best ROI.

The following are representative findings that state the value of video for enterprise communications, including marketing, and workplace learning.

According to the Aberdeen Group, the average cost per marketing-generated lead is \$93 for companies using video compared with \$115 for those who aren't.

In separate studies, Vidyard found that more than 70% of marketing professionals report that video converts to sales better than any other medium and Animoto finds nearly three-quarters (73 percent) of respondents are more likely to purchase a product or service if they can watch a video explaining it beforehand.

In another study by Aberdeen Group, organizations are investing in video interviewing to connect the hiring decision-makers with a wider net of quality candidates more quickly and cost effectively. 69% of respondents cite reduced travel costs, 38% find shorter time to hire, 23% reach geographically dispersed candidates, and 14% reach a broader slate of candidates.

According to a report by Evolve IP, 72% of execs surveyed have a video solution and 64% feel they can communicate just as effectively via video as they can in person. Forbes Insight reports that 75% of executives watch work-related videos on business websites at least once a week.

However, the use of data can be overwhelming. Research indicates that more data is being collected, but not necessarily being put to good use. Whereas, statistics provide compelling information supporting the use of technology generally, but video specifically throughout the enterprise space, other findings indicate areas that need improvement.

Mark Twain popularized the phrase “Lies, damned lies, and statistics” in 1906, which is often used to describe the persuasive power of numbers, but also to cast doubt on statistics used to establish a point.

In a 2013 survey of more than 400 companies around the world, most with revenues over \$1 billion, Bain and Company found that only 4% of them are really good at analytics and had the right people, tools, data and intent to draw meaningful insights from that data—and to act on them. The Altimeter Group, in its 2014 State of Digital Transformation report, finds that 88% of executives and digital strategists stated their company is undergoing a formal digital transformation. Yet, only 25% had mapped out the digital plan.

These findings are similar to what Enliten is experiencing as we help organizations with their digital media business strategies and system implementations. Statistics show the interest in, and need for, video to enhance and support enterprise-wide communications and workplace learning. Doing so can improve business results. However, most organizations have not developed strategies or fully implemented their strategies. Many have purchased technology replacements or upgrades with little consideration for how they will impact current systems and workflow. In a word, they were ‘dazzled’ with technology.

At the same time, many executives believe that video is underutilized in their company or must be leveraged better. A study by PR Newswire finds that 79% of public relations professionals believe video is underutilized. In a study by Wainhouse Research, 73% of the executives reported that they want their company to expand the use of video.

We find that many statistics may not be properly defined resulting in misleading information. For example, one study finds that fewer than 50 percent of the responding companies use video in their training. Others studies state generally low percentages for the use of video by training organizations. Our experience finds these numbers to be low, which prompted our writing Enliten’s description of Corporate Video, which is at the beginning of this report.

MOBILE VIDEO FOR ORIGINATIONS AND VIEWING

Video is increasingly mobile, as people demand to consume content anywhere, anytime, and on various devices. There is a term for those who use laptops, tablets, and smartphones. We’re referred to as *digital omnivores* and according to Deloitte, 37% of U.S. consumers are now digital omnivores.

The low cost and high quality of today's digital cameras, including mobile devices, and widespread delivery options have enabled virtually anyone to be a content creator and contributor. According to Cisco, *over two-thirds of the world's mobile data traffic will be video by 2018.*

Enliten believes it is critical that organizations recognize the significance of mobility as it applies to the contribution of video as well as the access of content. Another key factor is the connectivity between the origination points and where the content resides so that it is readily available and easily accessible for viewing. Essentially, mobile video plays a significant role in the use of video content throughout the enterprise video communications and learning ecosystem.

Mobile Access and Viewing

The viewing of video on mobile devices will increase for both live programming as well as on-demand viewing. And with mobile video, corporate information and learning content can be delivered to a wide viewing base for timely, consistent notifications to targeted audiences of all sizes.

Retail associates are viewing content during scheduled breaks or slow times while on the floor. Also, mobile video provides on-site immediate reference or a refresh of service and product training. This provides sales associates the ability to improve their level of customer service and increase sales.

Service organizations with field representatives, such as insurance, pest control, and utility companies can provide video clips to mobile devices for on the job, in the field performance support: To ensure that the representatives provide service correctly or have the information to capture opportunities to upsell products or services.

Remote and Mobile Video Originations - *By Air, By Sea, By Land!*

Video originations from remote and distant locations are nothing new.

In 1946, American scientists captured the first visual footage of earth from space using a 35mm motion picture camera that was attached to a rocket and snapped a frame every second and a half. The resulting video can be viewed at thehigherlearning.com.

In 1989, Dr. Robert Ballard, founder of the Institute for Exploration, in partnership with Electronic Data Systems (EDS), founded the JASON Foundation for Education. The joint effort was named the JASON Project and each year it conducts live interactive broadcasts from around the world. The initial broadcast was a video tour of the Titanic in 1989 to 225,000 students watching at 12 museums across the country. Ballard coined the name "telepresence" for the video technology used for the Titanic program.

These may be extreme examples. However, with technology advancements, the capabilities exist to originate live or pre-recorded video from virtually anywhere.

Company representatives can visually document incidents or send live content back to the corporate office for evaluation and guidance. This provides real time communications and may enable improved efficiencies that result in cost savings or increased revenues.

Field representatives of utility companies can document or feed live footage of weather disasters or incidents impacting service and requiring repair. Insurance agents can document and address accidents at home, business or on the road. Law enforcement agencies and first responders, including police, fire, medical, border patrol, National Guard and Coast Guard can provide visual documentation of incidents or confrontations. Local governments and construction companies can record the surveying and mapping of property lines and elevations.

In locations where cellular service, Internet access or satellite service is available, smartphones, mobile devices and field production systems can provide live originations. Lightweight portable systems are available to facilitate the transmission of live high quality footage using a variety of cellular technologies from multiple service providers.

Also, with video chat, employees can videoconference from virtually anywhere, increasing productivity and reducing travel time and costs.

For instances where audio is a critical element, organizations need to be sensitive to having the appropriate microphone capabilities. At a time where user and employee-generated-content (UGC, EGC) is accepted, if not encouraged, technology empowers individuals to create content and enables them to make it readily available and easily accessible.

DRONES

The use of drones will take video originations to the next level, once approved by the Federal Aviation Administration (FAA) for commercial use. The potential is unlimited. Virtually any building, area or person can be the target of unmanned; remote controlled drones equipped with small and lightweight HD cameras like the popular GoPro. Camera equipped drones can provide aerial shots to inspect roofs and gutters of buildings and homes that are for sale and provide attractive shots of properties and surrounding areas. They can be used to take aerial shots of cities, buildings, campuses and areas for corporate documentation, marketing and promotions. News organizations can use drones to track events and activities. Hollywood producers can use them to shoot footage of sets and scenes.

The drones can be used to visually inspect and monitor farming areas, construction and drilling sites, and other hard to access structures and remote areas such as pipelines, oil drilling platforms, railroad tracks, and tall broadcast towers. The Department of Homeland Security and local law enforcement agencies can use drones for border and port surveillance.

However, there are numerous safety and privacy issues to be addressed, such as no fly zones around airports and public gathering facilities and areas as well as collision-avoidance from other aircraft and tall structures. In addition, the FAA has to establish what are classified as commercial use drones vs. remote-controlled airplanes and helicopters for hobbyists and how high they can fly.

SATELLITE FOR ENTERPRISE COMMUNICATIONS AND LEARNING

Satellite is quietly, but methodically, gaining traction as a viable option for the delivery of enterprise video content. Once the system of choice for hundreds of corporate and government agencies to deliver live and interactive programs and training sessions, satellite is again proving its value.

The low cost of equipment and improved technical capabilities, positions satellite as the best option for many organizations to distribute high quality video on a timely and consistent basis, securely. Satellite can be the primary media channel for an organization or function as a complementary channel to support terrestrial networks.

Financial, insurance, retail, technology and automotive companies are examples of industries that use satellite for the delivery of live and on demand programming. Depending on their specific needs and business structure, they may use satellite to multicast corporate communications, training and/or digital signage content.

JC Penney Company (JCP) has long-maintained a satellite-based video network to provide training and communications to store managers and employees at its 1,200 store locations as well as the news media and financial markets. JCP delivers content to display screens in training rooms for group viewing and extends the network reach to large display screens in break rooms for corporate information and other digital signage applications. The network features interactive distance learning (IDL) functionality, where employees interact with the instructor via audio and text and take tests using iPads as the keypad and control device. In addition, the iPads perform as a viewing device to allow employees access to content while on the sales floor.

The Government Training and Education Network (GETN), serves agencies, such as the US Air Force, Air National Guard, Army, Navy, Federal Aviation Administration (FAA), and Department of Justice. GETN is in its 20th year as a cross-functional video network, where the organizations use a common satellite carrier to share distance learning content and facilities. GETN agencies find that the student performance of distance learning users is at least equal to residence classes. And from a financial perspective, the recurring costs for satellite transmissions, space segment, audio interaction, maintenance, and personnel are approximately only 20 percent of the cost for residence instruction.

The Department of Defense (DOD) and Veterans Health Administration (VA) are expanding their partnership to share Medical Interagency Satellite Training (MIST). The expansion includes the implementation of instructional television broadcast centers at

numerous DOD medical schools to originate training content and hundreds of downlinks at military bases, including international locations.

Cost, security, ease of implementation and high quality make satellite a compelling consideration.

4K VIDEO

When it comes to video, it is all about the viewing experience. To most people, this is in reference to the video display screen, including the size and picture resolution. And although new screens will always provide good pictures, the best experience begins with creation of high quality video content.

What does this mean to your company? Factor into your media business strategy and equipment life cycle plan the next-generation upgrade of cameras, delivery capabilities and video display screens including mobile devices.

Today, 4K and Ultra HD cameras and display screens are gaining traction. According to Cisco, over 20 percent of all worldwide-connected flat panel TVs will be 4K by 2018. It took longer for HDTV to reach this level. However, over the next few years, the cost for 4K cameras and screens will be more affordable and the capabilities higher, while viewer demand for quality greater.

Enliten does not suggest every organization needs to immediately upgrade to a 4K system. Most companies have recently upgraded to HDTV systems from standard definition, which will serve internal and proprietary needs for years to come. However, as the need or opportunities arise, 4K should be a consideration, especially with regard to large display screens. The screens are thinner, lighter and the quality is four times that of HDTV 1080 systems (Ultra HD features a resolution of about 4000, roughly four times the pixels of HDTV systems). They are more attractive for business settings, consume less space and are easier to mount. For example, the Sony Bravia 65-inch screen is 0.2 inches thick (less than the iPhone 6 with a 0.27-inch frame).

The costs for 4K systems and displays will come down more as commercial programmers and networks increase production in 4K for the consumer market. Be advised that 8K Ultra HD is on its way.

TOP PREDICTIONS / RECOMMENDATIONS FOR 2015

Following are predictions and recommendations Enliten believes will be helpful for organizations in 2015.

1. Video is Affordable

Make It Readily Available and Easily Accessible!

The cost of video technology is at its lowest point ever, from cameras to editing systems and from content management and delivery systems to display screens. Also, general innovations in technology have improved capabilities, further lowering costs, while increasing functionality and increasing quality.

Enliten believes that organizations can save significant dollars by conducting a thorough media business strategy and system analysis; eliminating redundant and inefficient systems and investing in the right technology enhancements and upgrades to complete their enterprise-wide video communications and learning ecosystem.

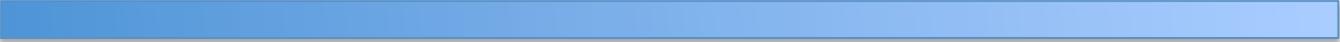
2. Performance Consulting and Content Strategies

Enliten's recommended performance consulting process: First identify the business objectives and required knowledge and skills; then complete a content strategy (including live and on-demand videos); followed by determining the best way to deliver the content. Important point: Consider platforms that can deliver content agnostically (anything, any time, anywhere) as they will more and more often be the platforms that have broad and deep functionality. E.g. training, performance support, information/knowledge management, social/collaboration. The platform will bundle and leverage technologies (mobile, social, the cloud and big data) and provide synergistic solutions that deliver business value far beyond that which is available today.

Are there companies that you can benchmark today? A few. But some companies have well developed strategies and will begin their ecosystem projects this year. Looking forward, 2016 should be a great year for benchmarking Learning and Performance ecosystems.

3. Integrated Talent Management (ITM) Systems

ITM is pervasive in the industry. In addition to the stand-alone systems, most of the over 650 Learning Management System companies have added (or are adding) talent management functionality. In fact, the eLearning Guild has launched a new conference specifically for Learning and Performance Ecosystems. From a functional applications view, ITM seems to be the ecosystem arch stone. It is a very powerful premise where an organization identifies the key roles in a company; then the knowledge and skills (competencies) required for success in the role; then they use



these competencies to select people, develop them, manage their performance and careers, pay them appropriately, etc.

4. Performance Support Portals

Rather than training everyone in everything they may ever need to know and do and expect them to be able to recall and apply at the time of need (when all research shows that learners fail to do so up to 85% of the time) ... give them access to a portal that can support their performance “Just-In-Time, Just-Enough and Just-For-Me” where and when needed.

Performance support portals are a powerful tool for ensuring performance levels and for supporting performance at the time of need. A portal can host various technologies for supporting real time support. An important aspect of portals is their ease of use e.g.: navigation and search features. The “rule of thumb” is access to needed content within two swipes or 10 seconds. The benefits for providing support in a timely manner are real and measurable e.g.: consistently high performance while reducing training time and costs. The use goal is to make content available in a quick, easy and logical way that enables users to consistently perform well, at the time of need.

Enliten has a bias for visual-based Performance Support.

5. Mobile Video

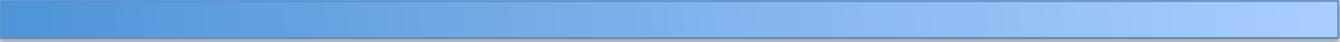
According to the Cisco Visual Networking Index Global Forecast, mobile video will grow at a CAGR (Compound Annual Growth Rate) of 69 percent and over two-thirds of the world’s mobile data traffic will be video by 2018. Most of this will be to access and view content.

The amount and types of video content originating from the field and remote locations is increasing, although we cannot find nationwide statistics to validate this assumption. However, we do know that a number of the companies (including insurance and service companies) we work with are using mobile devices to capture visual documentation of accidents and incidents to provide to central offices for support and guidance.

Enliten believes that as the use of mobile video continues to increase in 2015, organizations will embrace the use of video for in the field, on-the-job, learning and performance support.

6. Drones

Drones are getting an abundance of coverage by the news media including the military’s use of unmanned aircraft; Amazon and transportation companies interest in using them for the delivery of packages; hobbyist’s use of toy planes, helicopters and drones; and companies for a variety of commercial applications.



The use of drones is highly regulated by the FAA, and commercial use is extremely limited at this time. However, the lost cost to purchase and operate drones vs. the alternatives (costly helicopter shoots or no aerial footage), make them attractive. The possibilities are endless.

Enliten believes that drones will have a significant impact for remote video recordings and originations, despite the lack of FAA approvals and guidelines, accessing difficult to reach locations and situations.

7. 4K Next Gen – Quality Matters

People want and expect to view high quality video. And unless the content is extremely compelling, they will not view video of poor quality. 4K video is here and, for the most part, affordable. 4K systems should be a consideration for any enterprise video investment. Keep in mind that 8K Ultra HD is on its way.

8. Satellite is Reliable, Proven and Affordable

Organizations with a large number of offices or facilities, in disparate locations, that provide live, timely executive messages and/or training programs or packaged video content for on-demand viewing, should consider using satellite. Many do.

Satellite is a reliable, proven and affordable approach to manage and distribute video content securely throughout a domestic or global enterprise. Many of the technologies (DVRs and electronic program guides – EPG) used by consumers to receive, manage and view video programming were developed or enhanced by satellite companies. Many of the video technology solutions (to receive, store, playback and manage content) developed by satellite providers can also perform over terrestrial networks, at a lower cost than other options.

Satellite can be the primary multicast distribution channel or function as a complementary channel to support terrestrial networks.

Enliten recommends organizations consider satellite technology and services as a cost effective, affordable approach to provide video communications and workplace learning.

RECOMMENDED RESOURCES

Books

Performance Improvement

Fundamentals of Performance Improvement: Optimizing Results through People, Process, and Organizations, 3rd Edition, Darlene Van Tiem, James L. Moseley, Joan C. Dessinger, ISBN: 978-1-118-02524-6, 704 pages, May 2012, Pfeiffer

Performance Consulting

Performance Consulting: Moving Beyond Training Dana Gaines Robinson and James C. Robinson Berrett-Koehler, 1995

Moving from Training to Performance: A Practical Guidebook by Dana Gaines Robinson and James C. Robinson Berrett-Koehler Publishers and The Association for Training and Development, 1998

Providing Business Value

The Business of Learning How to Manage Corporate Training to Improve Your Bottom Line David L. Vance Poudre River Press, 2010

The Chief Learning Officer Driving Value Within a Changing Organization Through Learning and Development (Improving Human Performance) Tamar Elkeles and Jack J. Phillips Butterworth-Heinemann, 2006

The Six Disciplines of Breakthrough Learning How to Turn Training and Development into Business Results Calhoun Wick, Roy Pollock, Andrew Jefferson, Richard Flanagan Pfeiffer © 2006

Learning/Instructional Technology

High-Impact Learning Practices The Guide to Modernizing Your Corporate Training Strategy Through Social and Informal Learning David Mallon Bersin & Associates, 2009

Learning Everywhere How Mobile Content Strategies are Transforming Training Chad Udell Rockbench, 2012

The Gamification of Learning and Instruction Game-Based Methods and Strategies for Training and Education Karl M. Kapp Pfeiffer, 2012

Other

The Training Manager's Quick-Tip Sourcebook: Surefire Tools, Tactics, and Strategies to Solve Common Training Challenges, Susan C. Patterson, Pfeiffer, 2002



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David Lamb

David is a Learning/ eLearning expert and strategist. He has led six corporate universities and has served on numerous boards of directors for the workplace learning profession.



Randy Palubiak

Randy is a Digital Media/Business Communications expert and strategist. He is a keynote speaker and author of industry publications and white papers.

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