Corporate Learning
Embraces Video

Video Content Management Systems (VCMS) at Core of Making Content Readily Available and Easily Accessible

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The Internet of Things (IoT) is all about connecting and controlling devices. According to some, it may be the next greatest thing since…the microwave, cell phones, the Internet. It's the means by which individuals can control devices throughout their house, car and other connected environments. For companies, it provides the ability to manage the flow of information and content across the enterprise, managing networks, controlling devices and managing the content, including contributions, access, and tracking views, usage and business results.

> The **Internet of things** (**IoT**) is controlling devices and driving opportunity.
>
> IoT is the inter-networking of physical devices, vehicles, buildings, and other items embedded with electronics, software, sensors, actuators, and network connectivity that enable these objects to collect and exchange data.

Companies have used centralized video management systems for decades to control media devices that are located at offices, stores and facilities widely dispersed across the organization. This includes, what may now be considered basic functions such as, turning on and off designated televisions and devices, issuing record and playback commands, and opening microphones in select training rooms. Leading companies have used their networks to gather data to track viewing trends and measure business outcomes. So essentially, the concept of IoT is not new to knowledgeable and experienced corporate video users and vendors. However, today's technology is far more advanced, providing extensive functionality and video content management capabilities. This enables video content to be readily available and easily accessible, usage to be tracked, and results measured to provide actionable, meaningful business data. In addition, today's technology facilitates the recording of the entire employee learning experience.

Video is widely accepted as the medium of choice by most people to be informed, educated and entertained. According to a study by Forrester Research, overall, employees are 75 percent more likely to watch a video than to read documents, emails or web articles. (See the May 2017 white paper on *Enterprise Video Drives Internal Communications*). In addition, virtually everyone carries a sophisticated video capture device (smartphone) and is media savvy. Combined with the affordability of video technology and the robust capabilities and user-friendliness of video content management systems (VCMS), leading companies are embracing the concept of having their VCMS be the core driver of their enterprise learning management systems and strategy.

Making the Case for Video and VCMS

In today's *digital age*, employees expect to be informed and educated quickly, easily and on their own terms, e.g.: able to access content in real time all the time. This *always-on* experience is addressed in a report by Deloitte, *Re-Writing the Rules for the Digital Age - 2017 Deloitte Global Human Capital Trends,* where it highlights industry trends, including the need to leverage digital technology to improve work, the workplace and the workforce. According to Deloitte, 56% of companies surveyed are redesigning their HR programs to leverage digital and mobile tools and 51% are in the process of redesigning their organizations for digital business models. Although the Deloitte report covers all things digital, and primarily IT related, it is clearly relative to the digital technologies driving the use of video for enterprise learning.

According to the 2016 report *Job Openings and Labor Turnover* from the Bureau of Labor Statistics, nearly 59 million employees in the United States left their jobs in 2015, of which over 33 million left voluntarily. Many studies show that the total cost of losing an employee can range from tens of thousands of dollars to over 200% of the annual salary, depending on the individual's experience, skill set, and position in the company. However, when inclusive leaders develop high-quality relationships with employees, employees feel more empowered, develop new skills and responsibilities, and are less likely to leave.[1]

Although the retention numbers are overwhelming, leading companies are finding that the use of video to communicate with and train employees can help reduce the employee turnover, improve employee engagement, morale and performance, and drive business results. A Gartner Research report projects that by 2018, 75% of workers at large organizations will interact with various kinds of video more than three times daily. In a case study on Microsoft's video portal for employee training and knowledge sharing, it is calculated that over a three-year period the company saved and avoided costs of about $13.9 million per year.

According to Forrester Research, the top five business goals driving organizations to invest in VCMS solutions are:

1. Saving on the cost of large virtual meetings
2. Driving remote employee engagement
3. Improving communications from leadership
4. Improving training effectiveness
5. Encouraging employees to share best practices

Just as important, video content management systems are user friendly, enabling video content to be readily available and easily accessible.

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[1] *Paving the Path to Performance: Inclusive Leadership Reduces Turnover in Diverse Work Groups,* Lisa H. Nishii and David M. Mayer, February 2010

Content Management System (CMS) by Many Uses / Names

A content management system (CMS) is used to create and manage the storage and availability of content. A CMS can be called by many different names. Usually, it is dictated by the user or application driving the system. For example, corporate learning and training organizations use CMS to reference a content or course management system. IT departments and other groups may use document and enterprise or web content management systems (DMS and ECMS, WCMS). Video and media professionals commonly use digital and media asset systems (DAM and MAM) as well as content and video content management systems (CMS and VCMS).

In learning environments, the CMS is integrated into the ecosystem to complement and support the company's learning management system (LMS). The LMS is a platform that stores, assigns, and delivers training content to employees and then tracks participation. A Learning Content Management System (LCMS) is a combination of a CMS and LMS in that learning specific content is created on it as well as being stored, organized and tracked.

Over the years, LMS providers developed or purchased CMS and LCMS solutions to enhance their offerings, or partnered with CMS and LCMS vendors. Similarly, some video vendors have enhanced or expanded their content and network management solutions to offer LMS functionality or integrate with established LMS solutions, including those that are SCORM* compliant.

> **Content Management System (CMS) by Many Names**
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> A content management system can be called by many different names, typically dictated by the user and applications driving the system, e.g.:
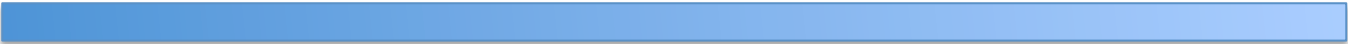>
> - Digital Asset Management System
> - Media Asset Management System
> - Content Management System
>
> For the purpose of this topic, based on the management of video content for learning, the most appropriate name is:
>
> - Video Content Management System

Experience API (also known as xAPI and Tin Can) is a technology standard released in 2013 that locates and manages detailed information about learner experiences beyond SCORM's capabilities. A Learning Record Store (LRS) is a data storage system that is the repository for learning records necessary for using the Experience API.

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* Sharable Content Object Reference Model (SCORM) is a set of technical standards for e-learning software products that governs how online LCMS and LMS systems communicate with each other. SCORM is produced by Advanced Distributed Learning (ADL), which is a US government program that conducts research and development on distributed learning and coordinates related efforts across public and private organizations.

For learning organizations that prefer asynchronous learning featuring short video clips and vignettes, an Experience API/LRS solution may be appropriate. However, for organizations that use live and/or live interactive video, which tend to be longer in duration, a VCMS will be the best approach.

Most VCMSs can create, curate, publish, deliver and track video content throughout the enterprise video and learning ecosystems. VCMSs feature search capabilities, such as metadata naming conventions, content items, text, and customizable catalog categories (e.g.: company, business units, departments, and program topics and titles). They provide system and content security with authorization levels and authentication requirements. Some of the VCMSs offer more granular capabilities that provide an enhanced automated workflow experience.

The objective is to leverage the features and benefits of a video-centric solution to meet the growing demand for video in the learning space, which the standard CMS, LMS or Experience API solutions are not built to handle. If video plays a significant role in a company to educate, inform and train employees, then a VCMS should be considered as the key component of the learning ecosystem.

Use Case Examples

VCMS Drives Learning and Integrates with LMS

A service company provides extensive training for field service technicians throughout the country over its interactive distance learning video network. It uses a VCMS provided by its video service provider to complement and support its LMS. The company is very video-centric, providing live, interactive training courses from its centrally managed learning center. Every course is recorded at the learning center and rebroadcast over the network at designated times. Also, the VCMS commands media devices at the office locations to record the courses for viewing at times convenient for the technicians.

The VCMS manages all aspects of creating, storing, distributing, and tracking of the video content. Courses are delivered over the company's proprietary network and via the public Internet. Employees are able to view courses in a group training room, at the desktop or via a mobile device. The VCMS tracks all data related to each course and individual employee, including viewing times, duration (partial or to conclusion), interaction, test scores, etc. The VCMS is integrated with the company's LMS that tracks and manages the employee information and learning progress.

VCMS Drives Learning and Replaces LMS

In another example, that is indicative of how well VCMSs have evolved, a large retail chain recently replaced its LMS and video ecosystem with a VCMS provided through the managed services agreement with its video network provider. The vendor's VCMS is built around a LMS platform previously purchased, further developed, and then integrated with its video network management system. The overall video solution is ideally suited to meet the demands of the retail company's training requirements, where employees prefer to be educated and trained via video.

The VCMS features a user-friendly and easily searchable content catalog. It provides extensive functionality including: interactivity; testing; polling; sharing of content. It tracks each individual employee's viewing of content to a granular level, detailing what courses are viewed, when, and to what extent (partial or conclusion). In addition, the VCMS integrates with the company's human capital and resource information/management systems (HCM, HRIS and HRMS), contributing learning information about employee training records, accomplishments, and other workflow management criteria.

According to the company's media manager, the move to replace the existing LMS and video system with a fully integrated VCMS benefits the retailer in numerous ways: it replaces multiple systems and eliminates the redundancy of functionality and data management requirements; it reduces the cost of operating multiple systems; it puts the emphasis and reliance on the video solution to manage and track employee learning experiences, which is a video-centric operation; and it reduces the number of vendors, allowing the customer to purchase through one managed service contract.

Should You Replace a LCMS, CMS and/or LMS with a VCMS?

On a high level, this is a very easy question to answer. If your company is video-centric, where video is critical to the organization for communications and learning, then yes. A VCMS should be integrated with the video and learning ecosystem, and at the very least, replace the CMS. This is determined by very simple logic – design the system to perform at the level of the highest, most demanding requirement. For an operation that is based on video learning, the core of the system needs functionality and capabilities provided by a VCMS, including storage, media channel management, content catalog, and extensive metadata. Other media, which are less demanding, can be handled by the VCMS. In addition, if your LMS is outdated or under-performing, then the idea of a VCMS replacing it and performing LMS functionality should be a strong consideration.

The process to determine what to do begins with an assessment to:

- Understand the company's learning needs, including content.
  What are the types, amount and frequency of training?
  Who are the current sources of content and content resources?
- Understand the employee interests/needs – from their perspective and terms.
  How do they prefer to be trained? When, where and on what device(s)?
- Identify stakeholders.
  Who are the executives, departments and individuals to use or support corporate learning?
- Understand how critical video's role is in the learning process.
  Differentiate between live, live interactive and on-demand uses.
- Identify how video will be supplemented, complemented with other media.
- Identify existing technologies, systems and capabilities or limitations.
  How are the learning systems performing and meeting your needs?
- Understand technology and system gaps?
  What functionality and capabilities exist and/or are needed?

- Understand current costs and budget requirements.
  Are there unnecessary redundancies of technology or vendors?

Next steps may include:

- Identify additional functional, operational, and technical capabilities that are desired or required.
- Identify existing and additional capabilities that are available from current vendors.
- Establish business justification criteria, including: budgetary costs, timeline and service agreement conditions.
- Identify and staff knowledgeable and skilled resources.
- Identify viable video vendors and solutions for consideration.

Solution selection process should include:

- Develop a thorough request for proposal (RFP), including concise, but descriptive overview of current situation and desired future state, use-case descriptions, content requirements, user requirements and expectations, timeline, and cost template.
  Do not architect the solution. Let the vendors propose the solution based on the capabilities and strength of their products and services.
- Conduct solution demonstrations from short-listed vendors.
- Negotiate clear, detailed terms and conditions in the agreement, including key performance indicators and service level requirements.

It is critical that all stakeholders are actively involved in all phases of the process. The learning organization, video/media team, and IT group should have a clear, common understanding of the goals, objectives and expectations.

Summary

Employees prefer (and expect) to be informed and educated using video - quickly, easily and on their own terms, with the ability to access training content and information in real time all the time. Today's technology enables this, making video content readily available and easily accessible. In addition, technology records the entire employee learning experience to track progress and performance.

Learning organizations that use live and/or live interactive video, as well as recorded content, should incorporate a Video Content Management System (VCMS) into their learning ecosystem. This will ensure that they have the right tools to manage content and employee activities as the use of video in corporate learning continues to increase.

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, establishing 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 to provide 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.

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Learn more about Randy.