

A large, three-dimensional wireframe box with a grid pattern on its walls, floor, and ceiling, rendered in a light blue color. The box is centered on the page and contains the title text.

DIGITAL LEARNING TRANSFORMATION

An essential guide for any
business committed to
sustainable growth and
success.

www.innovito.com



INTRODUCTION

The adoption of digital learning has grown considerably in the last two decades, including in the Middle East and North Africa (MENA) region. This growth in digital learning and education technologies has been dynamic, with far greater adoption recorded since the global pandemic that started in 2019.

The COVID-19 lockdown revealed the gaps in traditional corporate training including workflow disruptions and increased work-related stress for employees. However, with the rise in microlearning, 77% of learners feel that learning online has had a positive impact on their job satisfaction and productivity levels since the pandemic.

Digital learning, an umbrella concept covering e-learning, virtual learning, and blended learning methods, offers a sustainable approach to interactive, instructor-led, or self-paced corporate training. It is no wonder that more companies and organisations harness the power of digital learning to train their new and existing employees.

In 2019, employees in organisations worldwide spent 34.7 hours on learning and development (L&D) in their workplace, up from 34 hours spent in the previous year. This increase in the amount of time spent on learning corresponded with a recorded increase from \$1,299 to \$1,308 as the average spending per employee for L&D programs between 2018 and 2020. In a recent study conducted on L&D programs in North American companies, 70% of the respondents reported using virtual learning technologies for their L&D programs.

The transition from traditional corporate learning methods to digital learning is better known as digital learning transformation. Digital learning transformation looks different from one organisation to the next. However, a common denominator for all transition processes, which also influences the efficiency and ROI of digital learning for organisations, is the learning management system these companies have at their disposal. The more intuitive and customized the system is, the greater the relevance, adoption, and sustainability of that digital learning solution for your organisation. The list below summarises the benefits of intuitive learning management systems:

- Reduces learning & development costs
- Reduces time spent on learning & development activities
- Allows for easy tracking of learning compliance and other KPIs
- Supports social learning (online and offline) among employees across the whole company
- Allows for unlimited access and expansion of employee training materials and courses

If you're an executive for an established organisation or startup and have ever wondered how possible it is to harness digital technology to upskill your employees as cost-effectively as possible, this short guide to digital learning transformation is for you. We showcase case studies of global companies that have effectively transformed learning for their employees using exciting digital learning technologies.



This guide is a hands-on explanation of digital learning transformation for every organisation committed to sustainable growth and success by ensuring streamlined, consistent, and rigorous workforce development.



THE EVOLUTION OF DIGITAL LEARNING

Learning and development (L&D) have become whole departments across several industries, and these departments are concerned with more than basic employee training. However, it was not always so because few companies considered continuous professional development possible outside traditional academic institutions. The 19th-century industrial revolution changed this perception as industrial companies were concerned that their workers were underskilled in using the various advanced machinery under rapid innovation and periodic customer relations. This concern for specific, up-to-date skills among workers led to the development of robust workplace training, which has since become popular beyond manufacturing and industrial companies.

One of the most elusive aspects of learning and education in the 2000s was scaling a learner's access to valuable learning resources. Although teachers in elite academic institutions consistently delivered high-quality lectures one-on-one in classrooms, the act of learning itself appeared to be limited to when people have physical access to those institutions. With developments in computer programming, online social networks, and Massive Open Online Courses (MOOCs) for distance education in 2008, this trend in access to excellent education and learning resources changed.

A study of online learning in the Kingdom of Saudi Arabia (KSA) reports that MOOCs have accounted for a 65% improvement in higher education outcomes. These MOOCs have since ushered in a framework that makes soft and hard skills acquisition and learning accessible and scalable through the internet.

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So far, education technology innovation is on the rise, creating more sophisticated, intuitive software, learning management systems (LMS) and learning experience platforms (LXPs) that every institution (not just academic) can harness to close skill gaps in their workforce. As of 2020, the global eLearning market size has exceeded \$250 billion, with learning management systems generating over 1 billion dollars within the same period. The value of the market is set to reach 1 trillion USD by 2027, with new technologies such as AI, VR, and cloud-based management systems driving the growth.



Before the pandemic, more companies were exploring a globally diverse workforce, and an essential feature of some of these global workforces was remote work. With the rise of such job marketplaces as LinkedIn, Upwork, Fiverr, and FlexJobs, companies can expand their operations without necessarily taking up more physical locations to cater to a growing workforce.

Technical employee training is a significant challenge in expanding a workforce, whether remotely or on-site. Depending on the frequency of employee turnover, training employees one-on-one can quickly become unsustainable even when a company has deep pockets and extensive resources. Among other perks, the opportunity offered by digital learning is that learning processes for new employees (e.g., onboarding development programs or technical training) can be automated, ready-made, easy to access, and trackable.

Digital learning applies creative methods to engage, track and empower career learners in different organisations and industries worldwide. Various digital learning categories have enhanced the concept of lifelong learning for career-driven individuals in these modern times. These growing categories of digital learning include e-learning, virtual learning, mobile learning, microlearning, and blended learning, which implement badging and certification systems to incentivise learning completion.

The value of the Digital Learning market is set to reach 1 trillion USD by 2027



THE VALUE OF DIGITAL LEARNING FOR ORGANISATIONS IN 2022 AND BEYOND

L&D programs are more than just a buzzphrase for Human Resource teams to throw around. A significant part of revenue generation involves aligning employee performance with company goals through training. A 2014 report showed that companies spending as high as \$1500 per employee on training enjoyed a 24% higher profit margin. More so, accurate decision-making regarding employee promotions that will most benefit the company's growth often revolve around finding the most skilled employee. When a company does not identify and plug up skill gaps or cannot track professional development in their employees with curated training systems, the company's bottom line will suffer.

Traditional learning methods such as official in-person training and periodic training camps and trips may promise some results. Reinforced, repeated learning equals better-trained staff, but any organisation can incur significant costs in organising repeated training sessions for new and existing employees. If your organisation never has, now's the time to answer these questions;

Digital learning transformation can occur gradually; for example, some organisations now adopt an email learning strategy, sending learning materials to their employees' company emails. Email learning can be a significant first step; however, there is no way to track the effectiveness of the learning materials and who is getting what training, so such digital learning methods are bound to fail. The same limitations apply to physical training camps or even periodic virtual learning sessions via video conferencing tools like Zoom, Skype, Microsoft Teams, or Google Meet facilitated by external contract trainers or talent developers.

Spending as high as \$1500 per employee on training enjoyed a 24% higher profit margin.

Is it still sustainable or effective to organise full training sessions only two to four times a year? How many training modules for new hires are mindless reworks of previous training sessions? How much manual labour and financial resources do all these training sessions cost?



For the best results in digital learning, organisations like yours need an internal digital learning system that enables a robust learning experience for your employees, not one-time online training. Where talent developers and other facilitators are involved, a significant amount of time is usually required for training if it is not customised and automated for online learning and relearning. By transforming the usual classroom or in-person learning content onto a digital platform and making seamless updates directly, employee training is unlikely to disrupt workflow as employees learn online. Corporate e-learning takes 40% to 60% less time to complete when compared to traditional learning. Without digital learning transformation, employee training will take up more employee time, reducing the positive growth impact and company performance over time.

The value of learning in organisations cannot be overstated today. However, the essential discussion for every company executive to consider is how efficient and sustainable they can make learning within their organisation. Digital learning solutions are guaranteed to save up to 80% on training costs. From onboarding to technical training and leadership training, scaling your employees' access to updated knowledge about their field, skills, and career level can progress seamlessly with the company's daily operations.

Setting your organisation up for ever-higher levels of success is now linked closely with scaling your company's internal learning systems. The more efficient and accessible your learning system is, the more timely skilled your employees are. Intuitive digital learning methods are ushering in a new era for self-directed learning for your employees. Like the most disruptive evolutions of industry and technology known to us, such as Bitcoin and the blockchain, digital learning can transform how your organisation thinks about getting ahead in 2022 and beyond.

Corporate e-learning takes 40% to 60% less time to complete when compared to traditional learning.

Corporate Problems Solved by Digital Learning Transformation



GLOBAL AND NATIONAL CASE STUDY REVIEWS

Leveraging critical information about your target customer, competitors, and industry trends keeps your organisation ahead in today's corporate world. Thus, the amount of information that your employees need to keep up with grows by the day. To stay ahead, your employees need on-demand access to information that helps them maintain awareness of target users' needs so that your organisation can maintain an advantage over competitors.

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Digital learning transformation addresses critical challenges facing the L&D departments of several companies today. Learner engagement, transforming learning for the digital age, and adapting learning for workflow are the top challenges experienced by L&D leaders globally.

How are global L&D leaders rising to these challenges?

This section reviews the digital learning transformation cases of two global companies, Coca-Cola and Autodesk, and a leading bank in Egypt, the National Bank of Egypt. These organisations identified gaps in their employees' skills and abilities to stay on-brand and on-trend. Their digital transformation processes highlight internal results that can provide insights to help you make a crucial decision today.





THE COCA-COLA COMPANY PARTNERS [NORTH AMERICA, EUROPE, AND THE MIDDLE EAST]

The Coca-Cola Company boasts of a global system that refreshes the world and makes a difference. Among other statements you can find on the Coca-Cola Company's official website, the most profound is the contribution of over 700,000 individuals employed by the Coca-Cola Company and its bottling partners worldwide to actualise the company's vision. Owing to the impressive global reach that this multinational brand now has in 2022, they're getting many things right.

One of the L&D aspects they're getting right is their robust upskilling of a globally diverse workforce of franchisees, bottling partners, and brand ambassadors to maintain a consistent brand in different economies. The sheer amount of information that is required to maintain consistency across their brands in different countries makes their L&D attempts quite challenging. As a global workforce, the learning needs of employees are different outside the Coca-Cola Company's native North America; accounting for language differences was a crucial factor in sustainable, scalable L&D.

For Coca-Cola İçecek, the Coca-Cola Company's largest bottling partner in the Middle East headquartered in Turkey, their approach was to develop proactive programs that address a broad range of learning needs for white-collar and blue-collar employees on different capability levels and who speak different languages. Coca-Cola İçecek operates in ten countries and across 30 ethnicities. Although English is the standard language for communication, other languages such as Turkish, Russian, Kurdish, and Arabic were integrated into a self-guided learning framework for the employees. As personalised as the learning frameworks were made, an all-important part of this self-guided learning was to ensure that the company was not sinking resources without measuring ROI resulting from improved employee performance. The hallmark of the Coca-Cola İçecek digital learning transformation is the proactive, distributed learning framework that makes sure every employee does not need HR approval to learn the skills they require to enhance their job performance.



THE COCA-COLA COMPANY PARTNERS [NORTH AMERICA, EUROPE, AND THE MIDDLE EAST]

More considerations may emerge in a different setting of the same company that goes beyond language differences, as reflected in the Coke One North America (CONA) L&D strategy. CONA operates with local, independent bottling partners in North America. A significant challenge for CONA was that no learning system existed across independent bottlers, which affected the company's output standards.

The CONA L&D strategy solved this inconsistency of cross-bottler learning by adopting a learning system that was 80% universal and 20% local-based. As the parent company encouraged these independent bottlers' entrepreneurial spirit, this 80/20 segmentation increased collaborative learning among bottlers without eliminating autonomy.

Implementing the 80% universal learning system remained a large-scale task for the CONA group, especially when the number of trainees reached 8,000 people; CONA could not achieve any results without an intuitive digital solution. The solution adopted by the L&D team transformed specific system applications into hyper-realistic simulations, a cloud-based learning system that embodied live training but with faster delivery and reduction of training costs running into millions of dollars.

Besides bottling partners, brand ambassadors play a crucial role in keeping the Coca-Cola brand name viable in a global market.

The Coca-Cola Europacific Partners PLC identified a gap in their brand ambassadors' skills, especially in challenging misconceptions all over Europe about beverages produced by The Coca-Cola Company. This gap was effectively closed with a responsive digital learning solution that simulated quizzes similar to real-life situations to check the knowledge base of these brand ambassadors. This solution employed gamification and a central leaderboard, introducing friendly competition while effectively teaching a consistent brand image to ambassadors across ten countries in Europe. The result was consistent brand messaging across Europe, upskilled Brand Ambassadors, and a base of employees devoted to growing and representing the brand.





AUTODESK

Companies focused on creative design software development face the unique challenge of consistently upskilling their employees to stay updated on changing technologies. Autodesk L&D identified this unique challenge in their creative software team, which formed more than 50% of their global company of more than 8,000 employees. As culturally and geographically diverse as their team was, they needed a broad enough learning campaign that did not require employees to spend time in any classroom; this learning approach also needed to empower people to develop themselves instead of being coerced, nudged, or spoon-fed with skills development.

As a global leader in software development for design and entertainment production applications, Autodesk made the inevitable shift to cloud-based microlearning approaches that their employees and customers (no matter their geographical location) could access on a professional needs basis.

Autodesk required a unique solution that enabled employees who needed upskilling or reinforced learning in a specific skill to access the right blend of courses immediately. Unlike L&D approaches in manufacturing industries where specific internal content may need to be curated for specific departments, Autodesk employees utilized ready-made courses from an on-demand course library hosted on the internet. This on-demand course library is curated for specific departments and different capability levels in Autodesk and similar tech companies. Routine updates are made by the solution provider per new trend or industry development. The digital learning transformation employed by Autodesk promoted a constant learning culture within the company that is viable to date. Even better, employees spend less time acquiring or reinforcing their skills.





THE NATIONAL BANK OF EGYPT (NBE)

The professional development for employees at the oldest and largest bank in Egypt, with over 500 branches nationwide, has taken an interesting turn in recent years. Historically, employees in the banking, finance and other older sectors of national economies have relied on internal, sporadic training in Compliance, Banking, Customer Service, and Operational Risk Management after their initial onboarding program to maintain professional standards. Decentralised technology has disrupted several aspects of the banking and finance sector. The result is that banks and financial institutions are incorporating technology solutions to enhance their value proposition to their customers and employees require new professional skills to help maintain that institution's financial position.



In the case of the NBE, a complete replacement of all physical training programs was out of the question. However, NBE could augment specific sectors in employee learning and development with a learning management system (LMS). Additionally, the challenge of tracking the training of 20,000+ staff across 500+ branches without disrupting workflow could only be solved using a completely online-based learning management system (LMS).

Using seven customised, up-to-date eLearning programs in Compliance, Banking, and ORM, the National Bank of Egypt scaled the training of its employees across all branches. These programs have now been in use for the past four years with the NBE recording enormous ROI compared with any other employee training method. Innovito solved the unique challenge of learner engagement and updated information by deploying an intuitive digital learning technology. Instructional designers translated data from banking experts into bite-sized, animated, interactive courses and live-footage lessons.



As each learning module is hosted on an accessible LMS, knowledge updates are implemented directly, eliminating hours of manual work with little to no resources channelled towards new trainers and in-person training sessions.

A Digital Learning Environment for your Organisation



A DIGITAL LEARNING ENVIRONMENT FOR YOUR ORGANISATION

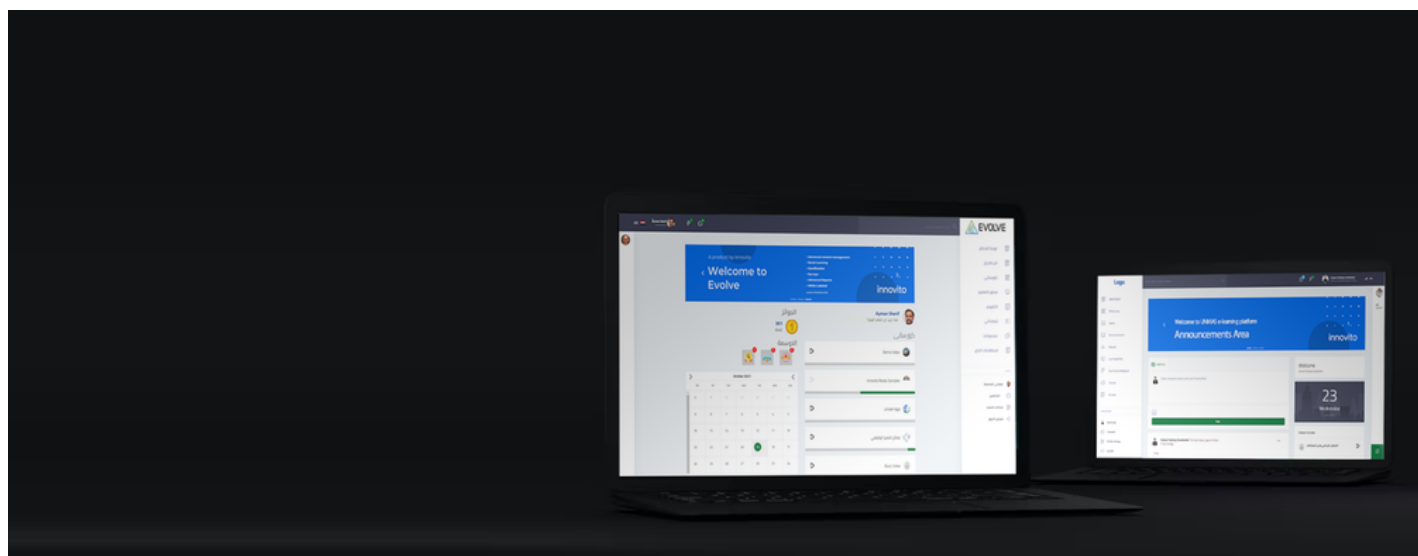
Organisations with record-high quarterly or annual returns share something in common; their workforce is committed to professional development and the company's bottom line. The L&D departments of the organisations we reviewed in the previous section showed a commitment to a consistent, seamless learning and upskilling process across a diverse workforce.

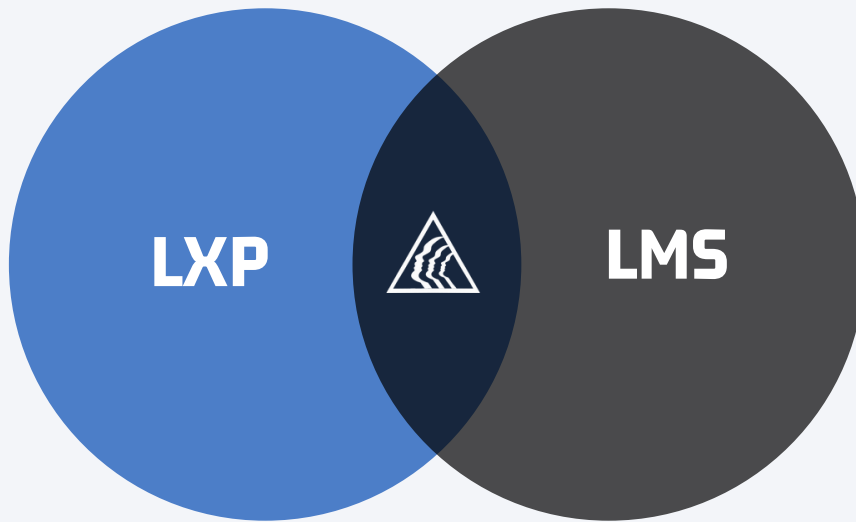
Henry Ford, the founder of the leading American automobile company, Ford Motors, famously said, "If everyone is moving together, then success takes care of itself." This quote rings true for successful organisations that expand and scale their goals and milestones while providing their workforce with the right blend of skills to advance their careers and directly impact company goals.

A digital learning environment powered by an intuitive Learning Management System (LMS) or Learning Experience Platform (LXP) is a cost-effective approach for creating learning experiences that drive employee performance annually. One of the perks of digital learning is the flexibility and degree of access each employee can have to previous resources and materials. Digital learning experiences have been known to teach people the best way they learn; through gamification, incentives, and repetition until muscle memory is formed.

Key Features of Digital Learning Transformation

Digital learning resources must harness critical factors to drive engagement. A suitable digital learning resource for your organisation must be interactive, flexible, transferable across different devices, and 100% accessible. Before taking a final decision to employ digital transformation for your L&D systems, here are three key transformation features you should consider;





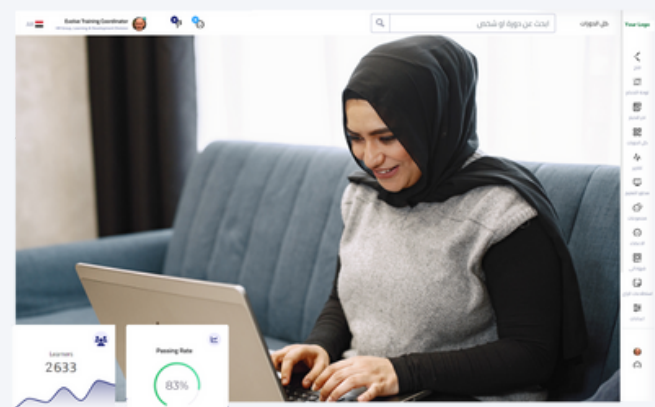
If you have ever conducted any research on online courses, the chances are that you have come across a Learning Management System. An LMS documents, automates, tracks, reports, and delivers learning programs and courses to learners through the internet. Corporate organisations harness cloud-based LMS to support physical training modules with internally curated content accessed from anywhere globally. An example of an enterprise LMS is Evolve by Innovito. Outfitted with an administrative backend, L&D leaders use this enterprise LMS to curate relevant content and assign and track learning milestones covered by employees.

Some experts think that a Learning Experience Platform (LXP) is an evolution of LMS; however, these two systems spot significant differences and do not necessarily replace each other. Where an LMS focuses on distributing and overseeing course content and learning compliance, LXP focuses on providing a personalised experience for learners. LXP intuitively understands an employee's learning experience and possesses flexible features that enable employees to become social learners.

The most common use case for an LMS is company onboarding and technical training programs. For those kinds of training that are not expected to change much but are often repeated several times a year, you can track the learning compliance of new hires using an LMS. On the other hand, learning transformation powered by an LXP employs gamification, performance badges, social media forums, and more forms of content such as podcasts, blogs, infographics, and microlearning videos to keep the learner engaged throughout the process.



Unlike many LMS solutions on the market, Innovito incorporates LXP features in the Evolve solution, enhancing learning adoption and effectiveness. This digital learning solution is suited for L&D activities targeting new and existing employees to promote engagement and retention rates within the organisation.



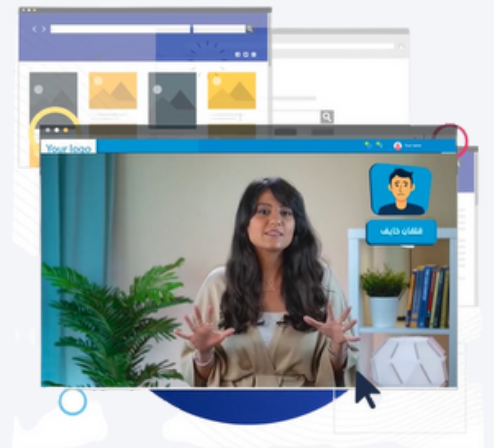


Online Course Libraries

Organisations like Autodesk, choose to leverage pre-existing online course libraries hosted on a provider's LMS to upskill their employees. In such cases, organisations don't need to own their LMS, cutting down training costs by more than 50% to access these on-demand corporate training online courses curated for specific audiences and updated monthly. Innovito Ready is an especially relevant online learning resource that provides ready-made corporate training courses through bite-sized videos in Arabic.

innovito *Ready*

This digital learning solution is suitable for organisations in fast-paced industries such as tech or on-demand delivery & logistics where employees need to update their knowledge of industry trends immediately, and from anywhere and on any device.





Converting Classroom/In-person Learning to Digital Learning

Your organisation can deploy an LMS or LXP feature or a combination of both, depending on the content your employees need to be upskilled. Innovito provides a customised process of converting classroom (i.e., physical) training into engaging and interactive online courses, reducing employee training time by up to 60%. Organisations like the National Bank of Egypt, UNICEF, Vodafone, UNFPA, Wipo, Magrabi Group, and MCIT Saudi Arabia have successfully translated existing training onto digital platforms that employees can consult anytime to reinforce their learning.

innovito *Convert*

While Innovito offers enterprise LMS and LXP services through innovito Evolve, converting classroom training using the innovito Convert is the true digital transformation that your organisation can leverage to scale pre-existing corporate training that is still relevant for the digital age. Innovito Convert maximises the ROI on your company's training budget because you only transform learning content once and keep launching it for employee training over a number of years. Classroom training, once converted, does not require any subscription renewal costs; even better, your learning content maintains the company branding and culture.





CONCLUSION - OUT WITH THE OLD, AND IN WITH THE NEW

Digital learning transformation looks different for every organisation, but it is a process that is here to stay. There is no one-size-fits-all approach, and this is why digital learning solution providers like Innovito focus on customised transformation plans for organisations like yours.

A customised digital learning transformation approach considers what your current L&D strategy looks like. Next, it offers the most effective, cost-saving path for digital learning transformation, complete with strategies guaranteed to engage your employees and ensure improved performance.

A successful, high-grossing organisation that solves problems and meets customer needs begins with a highly-skilled workforce. Employee training at your organisation does not have to cost as much as it currently does if you opt for a seamless digital transformation feature today. It is time to scale your learning and development strategy for sustainable workforce development in the digital age.

About Innovito

Founded In 2014 To Help Individuals & Organizations Drive Performance With Innovative Edtech And Learning Solutions.

Innovito builds creative digital learning products that combine crisp visuals with the latest technology to bring affordable & innovative modern learning to organizations and enterprises in the MENA Region.

We have delivered engaging 500,000 hours of online learning experiences to over 300,000 learners in the MENA region .



FOR MORE INFORMATION, VISIT: [INNOVITO.COM](https://innovito.com)

innovito *Convert*

Converting classroom training into an engaging and tailored digital learning course



A full-featured and easy to use cloud based learning experience platform for organizations in the MENA Region



Affordable full career learning tracks for individuals in the Arab World to get Job-Ready

innovito *Ready*

An engaging online course library in Arabic