### BUILDING A BETTER BUSINESS CASE

### FOR A NEW LMS

THE ULTIMATE
GUIDE TO
SECURING YOUR
IDEAL LEARNING
MANAGEMENT
SYSTEM

# BUILDING A BETTER BUSINESS CASE FOR A NEW LMS

THE ULTIMATE GUIDE



### **CONTENTS**

Introduction: What leaders don't know will hurt them	1
Step 1: Define your goals	3
What kind of goals should you be thinking about?	6
Compliance and reporting goals	11
Contributing to wider financial goals	14
Delivering what your customers want	15
Digging deeper and getting started	17
Step 2: Do your research	19
Selecting and building your team	21
Choosing the right solution is crucial	24
Functional Requirement checklist	31
Calculator time – forecasting the ROI	33
Understanding the timescales	41
Choosing the right LMS Partner	45
Summing it up: Cover all the bases	50
Time to pitch! Ensuring success	53
Pitch like a pro	60



It's safe to say that most organisations have placed an increased emphasis on training and the expected return on their training investments.

You've already decided that an e-learning solution is a smart move for your organisation. It may even be that you're looking at a <u>Talent Experience Platform</u> (TXP) in recognition of the positive impact that training has across the organisation.

Whichever e-learning solution you ultimately decide to choose, building the business case is a necessary, often lengthy, process that you'll need to go through. Whether you are building the case retrospectively, having already begun reviewing potential providers,

#### INTRODUCTION

or taking your first steps towards putting one in place before evaluating e-learning solutions, we've created this eBook as a step-by-step guide and framework for building a robust LMS business case.



### **ONLINE LEARNING IS NOT** THE NEXT BIG THING, IT IS THE NOW BIG THING

DONNA J. ABERNATHY

The purpose of this guide is to describe the business context and functional requirements involved in the identification, implementation, and management of a new Learning Management System (LMS). And we've even added in some presentation tips to help with your pitch.



Setting up a new LMS is a big step, but it doesn't need to be a difficult one providing you ask yourself the right questions from the beginning of the process.

Crucially, while it might sound obvious, you need to understand why you are doing it. Defining the problem you are trying to overcome is perhaps the most critical part of building a business case. If you can't identify and clearly describe the challenges you are trying to address, you will have little chance of receiving buy-in for your project.

So start with the 'why'. This is the first question you must ask yourself:



### How will an e-learning solution benefit your organisation as a whole?

Outline the organisation's goals in areas such as:

- Improving employee engagement
- Attracting and retaining talent
- Ensuring all staff members are compliant with the latest regulations
- Reducing time to performance for new employees
- Or simply providing employees with the right skill set to do their daily work tasks better

ACCORDING TO A LINKEDIN WORKPLACE LEARNING REPORT 94% OF EMPLOYEES WOULD STAY AT A COMPANY LONGER IF THERE IS INVESTMENT IN THEIR LEARNING AND DEVELOPMENT - MEANING THE LINK BETWEEN L&D AND STAFF RETENTION IS UNDENIABLE



By understanding the goals of wanting to adopt the right digital learning platform, you'll be in a much better position to:

- Choose a learning system with the right features for your business needs
- Demonstrate that the benefits of any new system align with the goals of your organisation
- Target the specific wants and needs of the Senior
  Managers to whom you'll ultimately be pitching the solution



# WHAT KIND OF GOALS SHOULD YOU BE THINKING ABOUT?

### **Employee Training - People goals**

A Learning Management System has been crafted to make the learning, organising, reporting and administration of employee training a much more efficient process. Increasingly, organisations are adopting online learning to train a diverse and location-dispersed workforce. This has created the need for an LMS to host a wide variety of training materials — videos, simulations, microlearning modules, PowerPoint presentations, and more - that are accessible to employees from anywhere.

### **Streamline the training process**

Getting your people trained up on job-specific tasks can be easily organised with a readily accessible LMS. Designated learning paths can recommend specific courses as needed, making an efficient and automated way to add depth to a training experience.

Onboarding new employees using robust learning paths that detail the full array of training modules that they need to access gives all new employees a consistent experience and a complete training regimen. These new-hire learning paths can include both detailed job-specific tasks as well as training on less-frequently-needed company policies and procedures that may be encountered in fulfilling job responsibilities.

### **Engage employees**

According to Gallup, employee engagement rate is at an all-time low. Adopting the right LMS, with its ability to make training accessible, host engaging e-learning content, and quickly assess learners, is a perfect tool to boost engagement levels.

Moreover, many employees consider their organisation to be indifferent towards their personal goals and growth. Loading the LMS with content aimed at increasing an employee's worth both inside and outside the organisation helps engage learners at a more personal level.

### **Reduce costs**

Every organisation is looking for ways to save money. Investing in an LMS can help conserve cash in many ways. For example, saving the cost of paying a trainer to travel and teach new material to their employees, or employees from having to travel to a central training centre, removing all the associated overheads such as hotel costs, meals etc.

A 2022 CAPTERRA SURVEY FOUND THAT 87% OF HR LEADERS CONSIDER LEARNING AND DEVELOPMENT TO BE CRITICAL TO RETAINING TALENT - WITH E-LEARNING SOLUTIONS PLAYING A VITAL ROLE

### **Improve efficiencies**

It might be that you need to centralise and standardiseyour training, enabling a formal training structure to embed itself into your organisation and eliminating ad-hoc training activities that yield inconsistent results and make tracking results difficult

And by taking advantage of the LMS's analytical insights, managers can monitor the performance of training programmes based on pre-set objectives and use the learning and development (L&D) metrics to easily determine knowledge and performance gaps.

### **Mobile learning**

Creating a learning environment on mobile devices replicates how many of today's learners consume content outside of work, and thereby increases engagement. As a result, mobile learning, or m-learning, has become an increasingly relevant component of all e-learning programs and learning management systems.



As we move into a mobile-first world, all aspects of our lives will increasingly be based around our mobile devices and learning is no different. Make sure that you adapt your learning strategy to include m-learning – learning on the go with a mobile device is here to stay!

### **Create an environment of learning**

The value of an LMS lies in its role as a tool that optimises the efficiency of teaching and learning. The features provided by the LMS facilitate collaboration among learners to achieve a common goal. Your LMS can be an effective communication tool that multiple people can use across different levels throughout the organisation.

The LMS enables learners to communicate and collaborate with people within their organisation while learning new skills, maintaining their job role, or completing a task or challenge. This facilitates higher levels of employee performance, healthy organisational dynamics, and, ultimately, increased productivity.

# COMPLIANCE AND REPORTING GOALS

Compliance training is not just a formality in the workplace. It needs to be completed by every employee working in the organisation.

And if your organisation works in a heavily regulated industry such as insurance or financial services, your legal responsibilities are very much tied to an employee's L&D performance.

Compliance training is one of the toughest administrative jobs, with compliance officers facing the following challenges every day:

- Training employees about the rules and regulations that apply to their roles
- Ensuring all employees understand company policies and procedures
- Tracking, reporting, and managing people who have and haven't been trained, and taking appropriate action

Choosing the right LMS will decide how efficiently you achieve your compliance goals. Five compliance challenges that your organisation may be facing include:

- Training all employees within a timeframe
- Reducing the time spent on tracking training status
- Documenting the proof of training for the entire organisation
- Responding to audit queries as early as possible
- Managing the ROI of your compliance programme

The role of a compliance LMS isn't limited to assigning and tracking training - it plays a broader role. Not only should it automate your training documentation, including recurring certifications, but it should also create an audit trail of your training efforts.

A GLOBALSCAPE REPORT FOUND THAT ORGANISATIONS LOSE AN AVERAGE OF **23.3 MILLION OF REVENUE** DUE TO A SINGLE NON-COMPLIANCE EVENT

Your LMS should be equipped to handle complex situations, such as updating training courses after changes to industry regulations or if emergency government orders force you to update your policies and procedures mid-year and retrain your employees for these changes.

As a result, your LMS will be able to deal with such dynamic situations and have the flexibility to accommodate changes without interrupting training programmes in progress.

Perhaps the most important factor is vendor support. Unless the LMS offers good and timely vendor support, you may struggle to handle external audits. Compliance audits can be really demanding, for example, when asking for reports that the LMS may not be generating. Good vendor support can be invaluable at such times.

Since this type of training is so crucial to the wellbeing of any business, ensuring you have the right digital learning system is crucial.

## CONTRIBUTING TO WIDER FINANCIAL GOALS

Choosing an LMS is not simply about cutting costs on your training programmes, although that is a huge factor.

An e-learning system can help your organisation achieve its financial goals through:

- Improved customer satisfaction and repeat business
- Higher productivity and revenue from your fully competent staff
- Shorter incubation periods for new starters as they get up to speed more quickly
- Lower financial risks in areas such as compliance

## DELIVERING WHAT CUSTOMERS WANT

If your company's growth is tied to retaining customers and reaching and engaging with even more customers - and whose isn't? - having the right LMS is essential

Just as we train our employees with the most relevant and exciting content, your customers will also respond to the same materials. It only makes sense to extend the same privileges of a Learning Platform to your client base and engage them with quality learning programmes.

# TO KEEP A CUSTOMER DEMANDS AS MUCH SKILL AS TO WIN ONE.

**AMERICAN PROVERB** 



An LMS can help to dramatically improve customer experience by accomplishing the following:

- Enabling formal and informal e-learning
- Centralising customer training materials
- Measuring the success of your customer training programme

Selecting the right (or wrong) LMS plays a key role in the success or failure of your customer training programme.

# DIGGING DEEPER AND GETTING STARTED

It's one thing to understand the general goal that any organisation may have. But if you want to get your senior leadership team on your side, you'll need to dig a little deeper into the specific situations and challenges that your own organisation is having.

So before you start, ask yourself:

- Does my organisation struggle with compliance?
- Is my business worried about cutting costs and improving revenue?
- Po we have a problem with staff retention?
- Are we providing our teams with the right level of competencies to do their job?
- Are we able to keep track of learning and development for individuals, departments, and the organisation as a whole?
- Can we the boost onboarding of new employees to reduce time-to-performance?

- Can we save budget through the digitalisation of training activities?
- Do we need to upskill and reskill our employees to adapt to future needs?





### Once you're satisfied that you have your goals defined, you then need to very clearly articulate:

- How an e-learning solution solves the problem(s) identified, and
- How the specific e-learning solution you have chosen has the specific functionality that will enable the organisation to achieve the goals you've defined

This step is about demonstrating that you've done your homework. You're not simply building an impressive collection of data on paper. You're arming yourself with the facts and figures that will help you convince and convert your senior teams to make the right decision.



**TOM SANT** 

Your management team is looking to see that you've done your due diligence. They want to be confident that a rigorous exploration of possible solutions has taken place. It's your job to give them that confidence.

So where should you start? That's the easy part. Because you're building a business case for your own organisation, that means you know who your audience needs to be.

### SELECTING AND BUILDING YOUR TEAM

If your e-learning project is going to get off the ground, you'll need to get the right people on your side.

In this case, you'll need to consider not only those who are going to give it the green light, but also those people who are going to help you make it happen.

Time to find your collaborators. Who are the other stakeholders who have an interest in making this project happen?

**Your HR Team** (to fully understand the learning and development needs of the organisation).

**Your IT Team** (to find out exactly how a new e-learning system will fit alongside current systems).

**Your Customer Service Team** (to discover the strengths and weaknesses of how well your organisation solves your customer's problems).

Other departments (to discover how they will work

on the platform, the things that they would find useful and simply to collect any valuable insights that they might have).

### **Getting insights from your new team**

Each of these groups will have their own challenges and goals. And all of these will help to inform and guide your decisions as you build the business case. Give every team your full attention as you never know what kind of unique insights they will be able to offer.

In order to get approval from leadership teams, you will need to demonstrate that you have buy-in from key stakeholders. Talking with them will help to develop a united understanding of current pain points, allowing you to use these insights to demonstrate how your new LMS software solution could help to overcome them.

But beyond these departments, you need to think carefully about how your pitch can secure the buy-in of your senior executives. Have a vision for success. What does it look like? Mapping out your best-case scenario will help get your leadership team on board.

Remember, the final approval for a software investment will vary from business to business, but in the case of L&D software, it will usually lie with one or more of the following:

- Head of HR Is it easy to implement? Will it require extensive training?
- CEO Is it business critical? Can it scale? What other companies use it?
- COO & CTO Is it secure? Where is the data hosted? Does it integrate with our other systems?
- CFO How much will it cost? What's the ROI?

Identifying the individuals who will have the biggest say or may be the most difficult to convince is important to ensuring you can tailor your case to meet their needs and ensure your approval process runs smoothly.

This guide is here to help ensure that you can present the strongest possible case for your organisation to make the move to adopting a new Learning Management System.

### CHOOSING THE RIGHT SOLUTION IS CRUCIAL

This could be the biggest step as you build the business case for a new e-learning solution. There are many LMS options available – so how do you go about choosing the right system for your business?

Do you have a particular LMS such as Moodle or Totara in mind for your digital learning platform? With so many choices, it's very important that you build your business case keeping your needs in sight, evaluating potential platforms and partners carefully to ensure that they both deliver your ideal solution. Some key questions that you need to ask include:

### Do I want a hosted or in-house LMS?

Remember, opting for an in-house solution means you'll have to think about:

- Infrastructure (servers, support, etc.)
- Installation and configuration

- Customisation and branding
- Updates and upgrades
- Backups, training, performance monitoring, etc.

Today, most organisations choose to outsource the LMS to a trusted partner such as us. Hubken uses a private cloud hosting platform that has been built specifically for Learning Management Systems. In addition, we provide unlimited administrator support to ensure you are always getting the most from your new LMS.

### Is the LMS scalable?

It's important to know that your LMS can scale with the growing needs of your organisation - simply, flexibly, and affordably. This might be necessary as you take on more employees or choose to extend learning to a wider network.

### Can it support blended learning?

<u>Blended learning</u>, also known as hybrid learning, allows organisations to deliver multiple learning content formats tailored to employees' needs. From

classroom-based bookings, to e-learning, coaching and mentoring, an LMS should be able to deliver personalised learning opportunities to every learner.



### What type of reporting can I extract?

Every stakeholder - learners, line managers, L&D teams, HR teams, and senior executives - will want relevant data and insights into subsets of your LMS's performance. Reporting and analytics dashboards (coupled with tailored access levels for each stakeholder) can provide 360-degree reviews when integrated with Performance Management software.

### Does it feature automated workflows?

Automation of repetitive tasks can significantly boost productivity by freeing up your people to better spend their time on strategic tasks. Can your potential LMS facilitate automation, and if so, to

what extent? Also consider whether automation is an in-built functionality, or if you'd need customisation.

### Is it mobile learning compatible?

Employees will want to access their learning content on demand, usually from a smartphone, when away from their desks, and your LMS needs to be able to deliver a memorable mobile experience. Ask your prospective LMS vendor if the platform supports mobile learning; are there specific operating system requirements, does the system display content consistently across all devices and does it match up to the 'desktop experience'? As more teams move to a remote and hybrid way of working, this is an important aspect to pay attention to.

# 71% OF MILLENNIALS SAY THEY CONNECT MORE WITH MOBILE LEARNING THAN L&D ACTIVITIES DELIVERED VIA DESKTOP

### Can I see relevant client feedback?

What better way to determine if the LMS vendor is a good fit than to ask for client feedback from people in

your industry? As an enterprise LMS user, for example, you might be interested to know that similar-sized businesses with large project scopes are something your LMS provider has experience in and can deliver on. Similarly, SMEs will want to ensure they're not wasting budget on a corporate LMS solution with features they'd never use. Encourage your LMS vendor to share testimonials that are most relevant to you and your business's needs.

### Can you supply a detailed overview of the implementation process?

Implementing an LMS can sometimes be a long process, especially if there are unanticipated challenges that usually come with complex or highly customised system setups. Your LMS vendor should, however, be able to provide you with an overview of the implementation process they follow, and, based on your requirements, advise on you on an expected timeline. This will help manage expectations from both sides, secure stakeholder buy-in, and flag any potential additional needs, such as having an internal resource on call to manage urgent tasks.

- What does a typical implementation plan look like?
- What is the average length of time to implement your solution?
- How much access do we have to provisioning and configuration?
- Do you provide training/resources during and post implementation?
- What's the data migration process from an existing LMS?
- Do you have a project methodology?
- What resource limitations do you have that would prevent implementation from occurring within one month of contract signature?

### What level of customer care is on offer?

Whether your prospective LMS vendor calls it customer care, support services, or some other iteration, it's important to understand what you can (and can't) expect in terms of aftersales service. Some providers offer a set number of hours each month post implementation, others offer specific or limited services, and some providers offer a service package as an additional feature, bringing with it, additional costs.

### What is your pricing structure?

LMS pricing points are vast and varied, but you should be able to get a good estimate once your prospective vendor knows the scope of your requirements. The pricing will typically involve setup and training fees, based on the number of users. Make sure to ask for a pricing breakdown to highlight inclusions that might not be adding value. This is also a good time to ask for annual price increase brackets to help you financially plan for the duration of your contract, and to assess if, financially, the LMS provider is a good fit for you.

Be critical. Once you've decided on your favourite LMS, continue to make sure that the system fulfils your needs. Don't be afraid to go back to the vendor to ask more questions – your business case will be at its best if you have analysed the different challenges with both the platform and the vendor. Asking the hard questions now means that you automatically make future challenges much smaller.

Functional Requirement	<b>Criticality:</b> M: Mandatory D: Desirable
Course management - drag, drop, and arrange content into place, making it easy to create courses. On top of this, you need to be able to use multiple content formats: PDFs, slides, videos, audio, gamified lessons and even live training sessions.	
SCORM & xAPI compliance.	
A multi-tenant LMS, one that will allow the ability to create specific earning portals for different audiences.	
Branding – and ability to have our own consistent visual identity.	
Integrations with existing software (HR systems, CRM, Teams, etc) along with SSO.	
LMS automation that removes repetitive admin tasks, including adding and removing users through integrating ting with your HR or CRM systems. Also needs to be able to set up auto-enrolments based on criteria that assigns learners to the right courses or learning paths.	
A learner-friendly platform that makes it easy to access training, view progress and supports them by providing readily available course catalogue.	
Ability to do (deliver?) blended learning.	
The ability to easily define and create different user roles and groups. The ability to view, edit, create and delete rights for different users. Automation of user management, reporting by groups, etc.	
Reporting against learner progression, exam results, completions, etc. Ability to schedule and automate reporting.	

Skills and certification planning, set expiry dates, automated re-enrolment, compliance audit trails, etc.	
Ability to create specific learning paths (sequenced) to automate structured training activities and flexible learning paths.	
Easy migration of data for switching from an existing LMS.	
Ability to automate processes such as course enrolments, populating user groups, sending notifications and assigning certifications with a set of 'if this, then that' rules.	
Ability to send dynamic-content notifications to users through email, the learning suite, or through integrations like MS Teams or Slack.	
An e-commerce capability for customers to browse, preview, and purchase training materials or course catalogues.	
Multilingual LMS to localise learning programs, and roll them out across multiple regions quickly and easily.	
Advanced security protocols in place that meet industry standards for cloud security and data privacy.	
A responsive LMS to design and deliver course content that is accessible across different platforms like a laptop, mobile, or tablet devices.	
Single sign-on / central authentication service.	

Use the table above to highlight the functional requirements you are looking for, along with the criticality of each requirement.

# CALCULATOR TIME - FORECASTING THE ROI

There is no getting around the fact that your senior executives will expect a level of financial analysis. In short, there is no business case without calculating a Return On Investment (ROI).

### What exactly will the organisation be getting from the LMS investment?

You're going to have to demonstrate the value of moving to an e-learning system, and that means digging into some numbers with a projected ROI.

And while you don't need a degree in maths to do this, you will need to be thorough in assessing every different way that a new e-learning system will impact your business. The key is to construct a business case that presents the LMS not as an IT expenditure but as a proven tool for achieving measurable ROI and attaining strategic business objectives.

Depending upon your organisation and its industry, this could involve a large number of different factors.

So, to make things easier, we've broken them down to the following categories.

#### **Present hard cost savings**

Implementing an LMS allows organisations to secure tangible and immediate savings in areas such as:

- Reduced costs for travel and training facilities by moving training online
- Lower instructor fees and salaries and costs to produce, ship, store and update materials
- Reduced time away from the job
- Improved training efficiencies
- Increased scheduling and enrolment efficiencies

#### **Estimate top-line revenue benefits**

In addition to hard cost savings, implementing an LMS can lead to increased revenue flow thanks to the below benefits:

Giving employees more time to do their jobs. Studies show that e-learning can save up to 45% of your employee's training time in comparison to face-to-face training. In part, this is because your learners are able to

do their training at times that are convenient to them and work through the programme at their own pace. In addition, employees will save considerable time by not having to travel to and from a classroom or training centre. This represents significant amounts of time spent away from their regular duties, especially when applied across your entire workforce.

Speed up time-to-market.

An LMS can significantly ramp up the time it takes to get your employees up to speed with your business operations, including your business sales and support staff knowledge on new offerings so that they can bring their A-game even faster and get you out in front of competitors much more quickly.

Strengthen sales and marketing.

Simulations and custom courses help sales teams become more competent in pitching products and closing deals. Documents can be categorised and distributed to specific members of a group as well, which makes it easy to allocate specific online resources to the right individuals. As a result, everyone can easily access the information they need, when they need it. Moreover, because this flow can be centralised, organisations are able to maintain consistent brand messaging.

Reduce redundant and unnecessary training cycles.
Your LMS allows you to provide world-class training and course offerings that will help people reach peak productivity and high-performance faster. Personalised

learning through your LMS can target training according to trainees' skill profiles, needs, and aptitudes, no need to deliver basic 'one size fits all' training.

#### **Explaining the costs of the solution**

Just as you've looked closely at the financial benefits of your new system, it's also important to look equally closely at the pricing details of your preferred solutions.

Pricing must be addressed from a total cost of ownership perspective. Comparing SaaS subscription costs (as an example) is overly simplistic and won't give you the total pricing picture. You'll also want to look at costs associated with the platform in the medium and longer terms so that you fully understand the total cost of ownership. Some of the questions that you'll need to have answers for include:

- What will the implementation costs be?
- How will we create / buy-in training?
- Will we need new staff with specific LMS experience?

- Can we train our teams to use this solution?
- Is the training included? And if not, how much extra will this be?
- What's the ongoing support package costs?
- Will we be charged for upgrades?

Making an enterprise-level investment isn't easy. It's important to make sure you know exactly what you'll be getting out of your new LMS before purchasing. You should also be clear on all the different pricing models and options available to you, so you can make an informed decision.

# PRICE IS WHAT YOU PAY. VALUE IS WHAT YOU GET.

**WARREN BUFFET** 

You should also keep an eye out for any hidden costs that could arise at a later date. The more

planning you do upfront, the fewer nasty surprises you'll see down the line.

As e-learning experts, we're here to help guide you through the difficult tasks of choosing your ideal LMS. For more tips, download our <u>Hidden Costs of Buying an LMS eBook</u>.

#### **Calculating initial ROI**

Before we begin, let's familiarise ourselves with the following terminology:

#### 'Hard cost savings' examples:

- Travel and accommodation cost savings
- Lower instructor fees
- Reduced time away from day job due to training
- Greater training efficiencies (less admin time, for example)
- Elimination for multiple systems

#### 'Top Line Benefits' examples:

- More time for employees to do their job (ie, if a sales rep, time saved on training equals time to do more selling)
- Faster training times means new products and services can be brought to market much more quickly
- Rolling out new products, expanding into new global areas, ramping up external sales are all measurable impact areas
- Opportunities to expand training beyond your employees (partner training and certification, dealer or franchise training, customer training, etc.)

Using your estimates, you can calculate your initial 1 year ROI. Overleaf is the simple formula for calculating this figure:

(Hard Cost savings + Top Line Revenue Benefits) - Cost of the system

Cost of the system

Hard cost savings:	£50,000
Top line revenue benefits:	£30,000
TOTAL:	£80,000
Less cost of system:	£20,000
Return before investment:	£60,000
Return before investment:	£60,000
Divided by cost of system:	£20,000
Return on investment:	3 (300%)

In the above example, for every £1 invested in the LMS, you would expect to receive £3 of benefits in return.

#### **Point out strategic benefits**

Implementing an LMS allows organisations to secure tangible and immediate savings as we've already highlighted in the previous page. However, there

are also less-tangible savings that it is important to capture within your business case. These include:

- Higher ROI from other systems through Integrating with other HRIS systems.
- Lower regulatory risks and liabilities due to fines or temporary shutdowns. It's worth repeating that your LMS can be a critical tool for compliance, quality control, and risk management. Your new LMS can demonstrate to regulators that you're delivering mandated training, reducing the chance of accidents, and helping 'audit proof' training records.
- Your LMS can align L&D strategic goals and track workers' progress toward them, benchmark performance, implement best practices, and track course completion.
- Attract and retain good employees. A quality LMS can customise the pace of learning to help employees master content, improve skills, and build confidence and motivation.
- Plan for expansion, downsizing or repositioning. By having total visibility of your organisation's competencies and talent assets, you can easily identify skills gaps, holes in succession planning, high performers, and other issues.
- Foster collaboration and consistency across the supply chain. Some LMS solutions enable employees, suppliers and partners to all benefit from using the same online learning system, fostering collaboration and consistency of messaging.

# UNDERSTANDING THE TIMESCALES

Just like any other move into a new way of working, e-learning Management Systems can take a while to implement. But choosing the right supplier can make all the difference.

As part of doing your due diligence, you will need to demonstrate to your senior management team that you understand how the new system will be implemented in the organisation.

Providing a solid timeline of key events and milestones is an excellent way to give the management team visibility of what to expect and when to expect it. It's also useful if you can highlight any potential risks and mitigating actions. By now, you'll have gone through researching and choosing your ideal e-learning solution and found the best service partner who will deliver it.

The next key steps are:

1

Implementing, configuring and testing your new solution

2

Developing your course content

3

Promoting the new system to your staff

4

Training up the admin team

Don't be afraid to ask detailed questions about the implementation process.

Some examples of questions that you should have answers for include:

- What training will be required by Admins, HR, and general learners?
- Will we need to hire new people to help manage the platform?
- Who will be responsible for administering the new system? Who is the effective product owner?
- Are there any running projects that this project will impact?
- What impact will it have on the day-to-day running of the organisation?



**WILL RODGERS** 

A successful implementation is a multi-departmental effort, as numerous parts of your organisation are likely to be using the new LMS. Because of this, you'll want to make sure that these departments remain engaged and involved in conversations surrounding implementation and which content should live in the new LMS platform.

In addition, ensure that throughout the process, you're continually engaging your stakeholders and key users so that you remain focussed on the challenges that your LMS solution is out to solve.

While each learning management system implementation has its unique processes and challenges, to ensure that your onboarding is seamless, you should trust your vendor's guidance, ask for their specific best practices, and use their resources so that you're able to contribute to your own success. They've done these hundreds (if not thousands!) of times before so lean on their experience!

# CHOOSING THE RIGHT LMS PARTNER



Implementing a modern LMS that is the perfect fit for your organisation really starts with selecting an experienced LMS partner to ensure that your e-learning journey is successful. You need to be assured that you'll be working with a partner that has your success in mind.

At Hubken, we understand that selecting a partner is no easy decision, but we're here to help make that decision a little easier if we can! We've outlined a few handy tips when looking at potential partners...

# 1. Review the experience and reputation of your LMS vendors

Find out all you can about the vendor - ask about their experience, background or any previous businesses they have worked with. Check their website for customer reviews or case studies detailing how they've helped customers in the past. More than that, look into who the vendor is and how they operate on a day-to-day business - do their values align with yours?

When selecting any vendor, it's always important to look at their client success portfolio and any industry awards. Remember, purchasing an LMS is a long-term investment meaning you'll be working with your chosen vendor for at least the next two years.

# 2. Find out what support services the LMS vendors offer

LMSs can be complex, so having support as and when you need it is essential. Do the vendors have a support team who are able to catalogue and troubleshoot any issues you might find in the future? Find out about what support services the LMS vendor

#### CHOOSING THE RIGHT LMS PARTNER

offers to ensure you have access to help when you need it.

#### 3. Ask about the project roadmap

As you may know, the e-learning industry is constantly evolving at a rapid pace so it's essential to ensure your chosen vendor is keeping their LMS up-to-date. Find out how often they release new features, whether there are any costs involved in upgrading and if there will be downtime during upgrades. Looking into their past releases and plans for the future can also help to show what resources they're investing to improve their offering.

## 4. Assess security and storage of data

Security is an important issue, meaning that one of the key things to consider is what level of security the LMS vendor can provide. Poor security or storage might lead to severe consequences for your organisation, so it's always best to research the vendor's past reputation and ask pertinent questions - only then can you decide whether to trust them with your business.

#### CHOOSING THE RIGHT LMS PARTNER



## 5. Ask for a demonstration or free trial

Finally, to ensure you get a feel for the LMS and whether it has the right features for your organisation, ask the LMS vendor for a free trial or a demonstration so you can see it in action. Invite all the stakeholders to this so they can see it in action and have the opportunity to ask any questions that might not have been addressed.

# SUMMING IT ALL UP: COVER ALL THE BASES

Gathering data and preparing your business case can seem like a daunting task. But it's an exciting step to start making positive changes for your organisation, so there's nothing to be gained by rushing through it.

With over 20 years of helping clients decide, implement and manage their new e-learning solution and as long-standing Moodle experts and a Totara Platinum Alliance Partner, we think we're uniquely positioned to offer some key insights and a great 'insider' perspective on how best to deliver and e-learning solution for your organisation.

That's why we created this guide. By working through every aspect of your e-learning project, you'll be able to present a water-tight business case that will make the best impression to your senior leaders.

#### CHOOSING THE RIGHT LMS PARTNER

#### So, make sure you've covered all the bases:

- Surround yourself with the best team both those who will be directly involved in shaping the LMS and those who need to approve the project.
- Dig deep into the options find the best solution that fits your organisation's goals and needs.
- Don't ignore the numbers! understand the costs and savings that the new LMS will bring and calculate a realistic ROI forecast.
- Make sure you have the time to deliver the project it can be a major decision so recognise that it won't happen overnight.
- It's not just the software! find your ideal vendor, one that you can trust and who has the right experience and capabilities.

#### CHOOSING THE RIGHT LMS PARTNER

#### **Learn more**

If you need any help with creating your business case to help support your decision to consider Hubken, please reach out to us at:

#### www.hubkengroup.com/contact

We'd be happy to discuss your objectives, develop optimised solutions, run through our pricing and generally ensure that your organisation is ready for a successful launch of its new learning platform.

# TIME TO PITCH: ENSURING SUCCESS



At this point, you've defined your goals, understood your stakeholders, compared a few solutions, and armed yourself with some impressive numbers.

You're almost there! But there's one tricky stage left – and all of the research and preparation you've done has led up to this important next step.

You'll need to present your case. And that means you could do with a few helpful pitching and presentation tips to give you the best chance of succeeding.

Let's start with the early preparation...

# Get the right people in the right place at the right time

Your senior teams are busy people – and they might have people like you pitching new ideas to them every week.

So, make it easy for them. Get every person who matters into the same room at a time that's good for all of them. Don't book a meeting for 4pm on a Friday, and don't arrange your meeting back-to-back with any other meetings or presentations.

If you can catch your senior team at a time when they're in the most receptive and agreeable of moods, you'll give your pitch the best chance of success with hardly any extra effort.

#### **Prime your targets**

You know that you need to be prepared. But it's easy to forget that your audience needs to be prepared, too. If they're coming in blind, they'll spend the first half of your pitch getting used to a new idea and trying to catch up – and all of your compelling arguments and hard-earned research might be lost on them.

So, when you book a slot for your presentation, give them a little taster of what's to come. A simple agenda of what you'll be discussing, or a few easily digestible links or product demos will give them a flavour of e-learning and what it can do.



#### **Start with the pain points**

Remember: you're proposing a change. (And probably a big change!) That means you need to make it clear from the beginning that there's a good reason for that change.

That could be low sales, staff turnover, mediocre training engagement, or poor customer retention. Whatever this initial context is, you can use it to pave the way for the solution you're proposing. Once you've highlighted a challenge that the business is facing, your senior team will be more willing to listen to an idea that could fix it.

#### Write your numbers down

Your statistics and your ROI forecasts are your ammunition. Without these hard numbers, you're just a person expressing opinions. So it's crucial that you have every important bit of data ready and available, and that you're not trying to juggle facts and digits while under the pressure of giving a presentation.

#### Talk about benefits, not just features

With all of your in-depth research behind you, it's easy to get bogged down with the particulars of how e-learning systems work. But if you can't translate the technical features of a learning solution into benefits that are relevant to your organisation, those features won't mean much to the people you're pitching to.

#### Here's an example:

You could talk about a secure, cloud-based solution with a mobile app. But that won't mean much unless you talk about how that increases engagement and improves completion rates by letting employees access their learning from any place, and at any time.

#### Don't just present - discuss

You won't have much of a choice about this one. You can guarantee that you'll have to field a few questions by the end of your pitch.

# LEAVE MOMENTS IN YOUR NARRATIVE FOR THE AUDIENCE'S REFLECTION.

PETER COUGHTER

But by stopping your presentation at key points to ask for questions, you're encouraging discussion with the people who matter. They'll be able to put forward their concerns, and you'll be able to address them directly – and your senior team will naturally feel more engaged and invested in your pitch as a result.

#### **Action plan - delivering your pitch**

With the right research and preparation behind you, you should be feeling confident in your final pitch to your senior team.

But if you're not someone who's used to making presentations, it might all feel a bit strange – and that's normal! So just remember the golden rules of any presentation:

- Keep it short, deliberate, and focused no rambling, and no tangents
- Keep a set of notes nearby you never know when you'll lose your train of thought
- And always do a few practice runs in front of a mirror at home – no matter how silly it feels!

### PITCH LIKE A PRO

As we've highlighted, you may need to present your project to your superiors and to your end users in order to get approval on the one hand, and participation on the other. As a guide, we've included a handy 'agenda' to help structure your presentation.

# 1. Present the pain and explain the value

- Tell people who you are and why you are presenting
- b. Describe what the problem is that the LMS will solve
- Present the value that you are going to give to the learners and what benefits the business will get from the project

#### 2. Highlight the solution

- a. Value proposition
- b. Key features and benefits
- c. Align these to how they will address the



problems identified (ie, demonstrate that this solution will solve the challenges above)

# 3. Reiterate the process of evaluation you went through

- a. Evaluation criterion
- b Products evaluated
- c. Short-listed options
- d. Why this 'one'

## 4. Cover the cost and the ROI of the recommended solution

- a. Run through the financial benefits (hard cost savings and any revenue benefits)
- b. Highlight 'soft' benefits
- c. Discuss the ROI

#### 5. Conclude

- a. Summarise the challenges and how the chosen LMS solution will address them
- b. Questions
- c. Next steps (so that everyone understands what's expected to happen next)
- d. Thank everyone for their time



One of the UK's leading e-learning companies, we have been implementing dynamic learning, compliance, performance, and people management solutions since 2004.



As **Totara and Moodle experts**, we create premium e-learning platforms that transform organisational e-learning and training programmes. Working together, we help you make learning easy and engaging, creating opportunities for teams and businesses to grow.

#### You're in good company



































#### What our clients say

From the first contact, everything was straightforward. The design team listened carefully to our requirements and came back with the design straight away.



Perhaps the biggest benefit of working with Hubken is that when I call them, I speak with a friendly expert.



I would recommend Hubken for their partnership approach, know-how, and focus on value. Their understanding of our needs has augmented our own skills to help drive adoption and rollout.



Their extensive provision of services all met with our budget requirements. We like that we can rely on them as someone to go to whenever we need.



#### Other resources



### The Hidden Costs of Buying an LMS



Guide to building the perfect LMS



**Hubken's Healthcare Hub** 



#### Get in touch with Hubken Group

Email: clientrelations@hubkengroup.com Phone: 0330 660 1111

We are always happy to talk about e-learning projects. Get in touch with us and start the conversation to deliver an e-learning solution that will make an impact.

