



Industry Study

Learning Content Management Systems: *What Works*[®]

Industry Trends, Best Practices, and Vendor Profiles

Chris Howard

October, 2005

© Bersin & Associates

Table of Contents

TABLE OF CONTENTS	2
ABOUT THIS REPORT	6
KEY FINDINGS	8
<i>A Growing Interest in Learning Content Management</i>	8
<i>Three Major Drivers of Usage Creating Three Market Segments</i>	9
<i>Buyers Evolve From Courses to Content to Learning on Demand</i>	10
<i>LCMS Value takes with Time to Develop</i>	10
<i>Standards and Change Management are the Toughest Challenges</i>	11
<i>Object Reuse is Starting to Show Value</i>	11
<i>Enterprise Content Management (ECM) Systems are Not Widely Used in Use for Learning</i>	11
<i>E-learning Suites are Growing in Popularity</i>	12
<i>Custom-built Solutions are Rare</i>	12
LCMS MARKET OVERVIEW	13
<i>Slow Adoption until Recently</i>	14
<i>Comparing LCMSs, LMSs, and Suites</i>	17
VALUE PROPOSITION: WHAT ARE THE REAL BENEFITS OF AN LCMS?	21
<i>Modular Content Development</i>	21
<i>Reuse vs. Recycle</i>	22
<i>Developing Portable Content</i>	24
<i>Improved Content Development Workflow</i>	24
<i>Improved Developer Productivity</i>	25
<i>Integrated Training Platform</i>	27
<i>Multi-modal Delivery</i>	27
<i>Share Content and Best Practices across Departments</i>	28
LCMS BUSINESS DRIVERS	30
<i>Category 1: Rapid Content Development</i>	31
<i>Category 2: Enterprise Content Authoring</i>	31
<i>Category 3: Enterprise Learning Content Management</i>	33
IMPLEMENTATION CONSIDERATIONS	37
<i>Managing Multiple Content Contributors</i>	37
<i>Content Volume</i>	40
<i>Static vs. Dynamic Content Delivery</i>	42
<i>The Role of Enterprise Content Management Systems</i>	44
<i>The Enterprise Learning Portal</i>	49
WHICH CAPABILITIES DO CUSTOMERS USE?	50
CHALLENGES	52
<i>Technology</i>	52
<i>Standards and Productivity</i>	53
ACQUISITION COST	55
CUSTOMER SATISFACTION	57
CONCLUSION: LEARNING CONTENT MANAGEMENT SYSTEMS ARE HERE	59
<i>A Confusing Market Becomes Clear</i>	59
<i>Three Distinct Market Needs</i>	59

<i>A Clear Distinction between LMS and LCMS</i>	60
<i>Suites Play an Important Role</i>	61
<i>Critical Importance of Internal Standards</i>	61
<i>Growing Demand for Learning on Demand</i>	62
<i>Excellent ROI is Possible</i>	62
CASE STUDIES	64
FINANCIAL SERVICES FIRM	64
<i>Overview</i>	64
<i>Solution Considerations</i>	66
<i>Digital Asset Management Systems</i>	66
<i>Reuse vs. Recycling</i>	67
<i>Flexible Meta-data Model</i>	67
<i>Authoring Model</i>	67
<i>Assessments and Personalized Content</i>	68
<i>Security</i>	68
<i>Implementation</i>	68
<i>Best Practices</i>	69
<i>Change Management</i>	69
<i>Productivity Improvements</i>	71
<i>Understand Your Requirements</i>	72
<i>Looking Ahead</i>	73
AMERICAN HEART ASSOCIATION	74
<i>Overview</i>	74
<i>Organization Profile</i>	74
<i>The Training Challenge</i>	75
<i>Researching Potential Solutions</i>	75
<i>Solution: An Integrated Platform</i>	77
<i>Next Steps</i>	78
<i>Lessons Learned</i>	78
<i>Selecting the Right Solution</i>	78
GALILEO	79
<i>Company Overview</i>	79
<i>Training Challenge</i>	79
<i>The Development Process</i>	80
<i>Business Value</i>	81
NORFOLK SOUTHERN CORPORATION	82
<i>Company Overview</i>	82
<i>Training Organization</i>	82
<i>Business Challenge</i>	82
<i>Installing a Collaborative E-learning System</i>	84
<i>Rapid Compliance Training</i>	85
<i>Accessibility</i>	85
<i>Asset Reuse</i>	85
<i>Lesson Learned</i>	86
GREENE CONSULTING	87
<i>Company Overview</i>	87
<i>Training Development Challenge</i>	87
<i>Development Process</i>	88
<i>Content Personalization</i>	89
LCMS MARKET MAP	90
VENDOR LISTINGS	95
EEDO KNOWLEDGEWARE CORPORATION	95
<i>Company Characteristics</i>	95

<i>Top Industry or Vertical Strengths</i>	95
<i>Description of Largest Customer</i>	95
<i>Technology Architecture</i>	96
<i>Key Differentiators</i>	96
<i>Bersin Analysis</i>	97
<i>Company Contact Information</i>	97
GEOLEARNING, INC.	98
<i>Company Characteristics</i>	98
<i>Top Industry or Vertical Strengths</i>	98
<i>Description of Service Offerings</i>	98
<i>Description of Largest Customer</i>	98
<i>Technology Architecture</i>	99
<i>Key Differentiators</i>	99
<i>Bersin Analysis</i>	99
<i>Company Contact Information</i>	99
INTELLADON CORPORATION	100
<i>Company Characteristics</i>	100
<i>Description of Service Offerings</i>	100
<i>Description of Largest Customer</i>	100
<i>Technology Architecture</i>	100
<i>Key Differentiators</i>	100
<i>Bersin Analysis</i>	101
<i>Company Contact Information</i>	101
LEARN.COM, INC.	102
<i>Company Characteristics</i>	102
<i>Top Industry or Vertical Strengths</i>	102
<i>Description of Largest Customer</i>	102
<i>Technology Architecture</i>	103
<i>Key Differentiators</i>	103
<i>Bersin Analysis</i>	104
<i>Company Contact Information</i>	104
KNOWLEDGE MANAGEMENT SOLUTIONS, INC.	105
<i>Company Characteristics</i>	105
<i>Top Industry or Vertical Strengths</i>	105
<i>Description of Service Offerings</i>	105
<i>Description of Largest Customer</i>	106
<i>Technology Architecture</i>	106
<i>Key Differentiators</i>	106
<i>Bersin Analysis</i>	106
<i>Company Contact Information</i>	107
OUTSTART	108
<i>Company Characteristics</i>	108
<i>Top Industry or Vertical Strengths</i>	108
<i>Description of Service Offerings</i>	108
<i>Description of Largest Customer</i>	109
<i>Technology Architecture – Evolution LCMS</i>	109
<i>Key Differentiators</i>	109
<i>Bersin Analysis</i>	110
<i>Company Contact Information</i>	110
QMIND, INC.	111
<i>Company Characteristics</i>	111
<i>Top Industry or Vertical Strengths</i>	111
<i>Description of Largest Customer</i>	111
<i>Technology Architecture</i>	111
<i>Key Differentiators</i>	112
<i>Bersin Analysis</i>	112

<i>Company Contact Information</i>	113
SABA	114
<i>Company Characteristics</i>	114
<i>Top Industry or Vertical Strengths</i>	114
<i>Description of Largest Customer</i>	114
<i>Technology Architecture</i>	115
<i>Key Differentiators</i>	115
<i>Bersin Analysis</i>	116
<i>Company Contact Information</i>	117
SUMTOTAL SYSTEMS	118
<i>Company Characteristics</i>	118
<i>Top Industry or Vertical Strengths</i>	118
<i>Description of Service Offerings</i>	118
<i>Description of Largest Customer</i>	119
<i>Technology Architecture</i>	119
<i>Key Differentiators</i>	119
<i>Bersin Analysis</i>	119
<i>Company Contact Information</i>	120
VUEPOINT CORPORATION.....	121
<i>Company Characteristics</i>	121
<i>Top Industry or Vertical Strengths</i>	121
<i>Description of Service Offerings</i>	121
<i>Description of Largest Customer</i>	122
<i>Technology Architecture</i>	122
<i>Key Differentiators</i>	122
<i>Bersin Analysis</i>	123
<i>Company Contact Information</i>	123
WBT SYSTEMS.....	124
<i>Company Characteristics</i>	124
<i>Top Industry or Vertical Strengths</i>	124
<i>Description of Service Offerings</i>	125
<i>Description of Largest Customer</i>	125
<i>Key Differentiators</i>	126
<i>Bersin Analysis</i>	126
<i>Company Contact Information</i>	127
TABLE OF FIGURES	128
ABOUT US	130
ABOUT THIS RESEARCH	130



Industry Study

Content Integration in Enterprise E-Learning

Challenges, Costs, and Solutions

Chris Howard

October, 2005

© Bersin & Associates

Table of Contents

Table of Contents	2
Introduction.....	4
The Content Integration Challenge.....	4
Industry Standards Fall Short	5
The Modern E-Learning Infrastructure	7
The Vision of an Enterprise-wide Learning System.....	8
Integration Challenges the Vision	9
E-Learning Industry Standards	10
Industry Fragmentation	12
Distributed Systems	13
The Costs and Implications of Integration Challenges	14
Integration Costs	14
Limited Vendor Choices	15
System Upgrade and Testing.....	16
Long Deployment Timeframes.....	16
Usability Issues.....	16
Lack of Data Integrity	17
Operational Workarounds	17
Solutions: How to Reduce E-Learning Integration Issues..	18
1. Face the Fact that Standards are not Enough	18
2. Conduct Your Own Research	18
3. Establish Preferred Vendors	19
4. Consider Single Source Solutions	19
5. Invest in IT or Technical Staff	20
6. Create Content Development Standards - Examples.....	20
7. Consider use of an LCMS to facilitate Standardization	22
Conclusion.....	23
About Us	24