Executive Interview

with **David Proegler**,
Senior Managing Principal,
Product Manager
LatitudeLearning

Impact of Measurement of Learning
for the Extended Enterprise

About LatitudeLearning

Since 2005, LatitudeLearning has been delivering impactful learning solutions that are tailored to the Extended Enterprise (partner, dealership, reseller and distribution networks). Since our first deployment, we have embraced and addressed the unique challenges that the Extended Enterprise presents to Learning Management Systems. LatitudeLearning's systems have helped to manage and deliver training to millions of network employees, delivering hundreds of millions of course completions and certifications.

Recognition

A Brandon Hall Group™ Smartchoice Preferred Provider, LatitudeLearning earned a Gold Brandon Hall Group™ Excellence Technology Award in 2021.

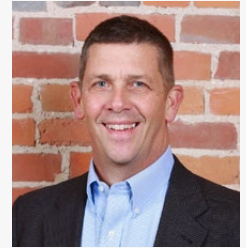### EXCELLENCE IN TECHNOLOGY AWARDS

Learning and Development	**1** Silver Award

The Brandon Hall Group™ Preferred Provider Program is specifically designed as a single source of truth that can validate your technology selection decisions.

Learn More

About David Proegler

David Proegler, Senior Managing Principal and LatitudeLearning Product Manager, has spent his career designing and implementing business-focused solutions that synthesize business needs with technology. He brings these talents to the LatitudeLearning LMS and is leading efforts to engage the market and address the future demands of the Extended Enterprise training space. David's technical acumen and focus on client business outcomes provide an important bridge between LatitudeLearning, their clients and the market.

About Rachel Cooke

Rachel Cooke is Brandon Hall Group's Chief Operating Officer and Principal HCM Analyst. She is responsible for business operations, including client and member advisory services, marketing design, annual awards programs, conferences and the company's project management functions. She also leads Advancing Women in the Workplace and Diversity, Equity and Inclusion initiatives, research and events. Rachel worked in the HCM research industry for 20+ years and held several key management and executive positions within the Talent and Learning Research, and Performance Improvement industries.

Q RACHEL

Which part of the organization owns the objectives of training for extended learning?

A DAVID

LatitudeLearning brings a different flavor to the table with regard to a learning management system or learning management company — we are focused on really training the extended enterprise. It doesn't mean we don't do other things, but it's our passion to make sure we do it well.

What we mean by the extended enterprise are companies that rely on partner organizations to deliver, sell, service and support the products they have out there. That doesn't matter what your products are. I'll refer to automotive and heavy industry and that kind of stuff because it's where we do a lot of work, but the reality is it doesn't matter what kind of products you sell, you have these networks that you're relying on to support.

What you think about the extended enterprise, where the L&D function lives, can vary. If you're training suppliers, oftentimes the L&D function lives in Sales and Operations — it doesn't stand by itself. If you're thinking about product, it can often live in the Sales group or the Product group. It varies and it dramatically changes what the requirements are for training. We all want to measure the impact of training. Unfortunately, not a lot of people are using the right tools.

Q RACHEL

How are organizations measuring extended enterprise?

A DAVID

In a recent Brandon Hall Group™ survey, 23% of organizations said they aren't measuring in any way shape or form — which is a huge number. If you're investing all this money in training people, to not measure it all is just a scary thing. But for the majority of organizations that are actually going through and doing measurement, they're using tools that aren't measuring the impact of training. They're doing learner surveys: Did you like the course? Customer satisfaction scores are another metric that's out there: Are getting people satisfied with the service they're receiving of the company? Course completions, questionnaires and predetermined KPIs are also being used.

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But very small numbers are using the real data of the entity, of the extended enterprise, to drive their training. There's a real disconnect but there's also a real profound opportunity for people who are doing training in this space to have a great impact on the business just by beginning to align their training with the measurements that are already there.

Q RACHEL

Why is it detrimental to the impact of the extended enterprise training programs not to measure them effectively?

A DAVID

The primary reason is that when your training program lives under one of the separate entities like Sales or Product or whatever it might be, they have very distinct objectives with how they're moving the needle for their organization — moving more units, selling more parts have higher impact. If you're not aligning with those things, you're leaving something on the table and, more importantly, you're not seen as a value partner.

If you can begin to align those things together, it creates a huge change. It gives you a clear idea as you begin to roll out these changes to your training measurement: Am I moving the needle in the right kind of way? You're not looking at some

ethereal target over here, you're using real sales data or real data that's being used to measure that organization already.

Oftentimes, these organizations already have scorecards and evaluation matrices out in the network. They already have their drivers. If you align your training with those drivers, you get a lot more impact out of your training program simply because they know what they're being measured by. When you begin to tie those things together, it truly has a great impact. If you're working over here or away from that, you're swimming upstream unnecessarily.

Q RACHEL

How do you get your networks to be more engaged and bridge the gap between the business and the extended enterprises?

A DAVID

We help people and organizations understand what is going on and what are the key drivers for the networks they're supporting. What are the KPIs? What are the measurement tools? What are the elements that are important to that organization? We then begin to align your training to those requirements, and even go a step further by bringing those elements into your training and overall measurement.

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If I'm going to try to move the needle on fixed first visit scores, was it repaired right the first time? When you as a customer bring your car into a dealership, that dealership technician is measured on as an FFV, a fixed first visit or fixed-right first-time score or something along those lines. If you're flagging in that requirement and you roll out training to help someone improve that, what you see is an uptick in those FFVs. Now you're not just simply saying, "Let me put a thing out there about repairing something better." You're emphasizing that it comes out as part of the training program, and what you're rolling out from a training perspective is driving that metric for you.

One of the problems of doing this on a large scale is that the subsidies of improvement are sometimes smaller than people would like. But the reality is, as you roll these things out, you see a 1% or 2% change in those FFV scores, which directly impacts the bottom line in terms of the lower warranty costs or the number of parts sold or whatever you're trying to measure. It is very impactful.

To get started, you have to look at the network — the entity your L&D function operates under. What are the key KPIs or what are the drivers they use to measure the performance of the network? Align the training and then bring those things in and make them part of the training program because that alignment with the performance of the network and everything else has a huge impact. It changes you from being a cost center to being an evaluated partner in your company.

Q RACHEL

How are you collecting this information?

A DAVID

Most of the organizations are already collecting data through whatever means. They're using large data libraries and data acquisition things, and they're already evaluating this stuff independently. Leadership teams are sitting down and asking, "Are we doing the right thing? Are we moving the right number of products? Are we doing those?" It's already the standard business lexicon for these entities. It's not usually tough to go find them.

What is tough is marrying them with your training program and making sure you're aligning them together. Getting the data is pretty straightforward because they already use it. It can be very multi-layered, but just getting started is the most important thing. You're a dealership of this size or this makeup, so you should have X number of people this type and Y number of people that type and Z number of people that type. As you build up more data, you can see who is performing higher or performing lower, and you can get the right skill mix and everything else.

Q RACHEL

How do you scale back and distill what you need to make the right decisions?

A DAVID

There's the phrase "analysis paralysis." There's a lot of data out there. Oftentimes, when we look at the data sets that companies put together, data geeks love what they see because they can get in really deep, and that's not necessary. You can keep it at a more macro level. If the focus is on quality, FFV, parts sold or units sold, etc., what do we need to do to impact that? You don't need to consume them all, you just need to find the important ones, decide what they are and choose which ones you're going to work on.

Take a dealership, for example. If you're a salesperson, you're measured this way. If you're a repair person, you're measured this way. If you're a parts person, you're measured this way. Let's bring those metrics and make them part of everything — make them part of your curriculum and part of your certification, so they're there in front of you and then it begins to roll up.

Q RACHEL

How often should you have this conversation on metrics and KPIs?

A DAVID

I think it should be an ongoing conversation. When you start there, it changes the conversation between you as the L&D provider and the entity you're working with because it changes the business conversation. It changes from being, "Hey, I'm just simply out here delivering training," to, "No, how do I help you do your job better? How do I help this network perform better? That has to be our joint objective."

Products are always changing and needs are always changing. That conversation about the metrics and KPIs has to be equally dynamic. It's not necessarily weekly. There may be a measurement thing every week, every month, to see how they're doing. But it's definitely an annual conversation and something you have to out there to make sure that your next annualized programs are coming out or in alignment with where the organization is going.

Q RACHEL

What additional advice do you have for the extended enterprise and the business?

A DAVID

When we see organizations doing well with extended enterprise training, the L&D leadership becomes a value-added partner to the entity. It's not an after-the-fact thing, it's "now let's bring them to the table early on and prepare." You have to get started at some point.

We also believe that using non-impactful measurement tools is setting people backward. You want to make sure that you begin to align yourself from a business perspective. Start small — pick one little area and start there. And when you see the benefits of it, you can expand to the next one and the next one and the next one. If you try to swallow the whole elephant, you're not going to be successful.

Here are some ways to listen to the interview on Brandon Hall Group's Excellence at Work Podcast:

iTunes   Spotify   YouTube

Brandon Hall Group
EXCELLENCE AT WORK

About Brandon Hall Group™

With more than 10,000 clients globally and 30 years of delivering world-class research and advisory services, Brandon Hall Group™ is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

Membership
Individual and Enterprise Membership Options: Includes research assets, advisory support, a client success plan and more.

Professional Certifications
Self-paced certification programs. Virtual group sessions for companies. In-person conferences and summits.

SOME WAYS WE CAN HELP

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Custom Research Projects, including surveys, focus group interviews and Organization Needs Assessment for Transformation, Technology Selection and Strategy.

Excellence Awards
Two annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.

ORGANIZATIONAL EXCELLENCE CERTIFICATION PROGRAM
recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.

SMARTCHOICE® PREFERRED PROVIDER PROGRAM
uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's twenty-eight-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.