



Sana™

# L&D in the new corporate learning landscape

Roundtable  
White Paper

## **Introduction**

Buying, implementing, and leveraging learning technologies are some of the most significant tasks for an L&D leader today. The enormous market for training and learning tools is very fragmented, and navigating the landscape is not an easy task.



We gathered a group of learning leaders from some of the most innovative and technically advanced companies to discuss the possibilities and limitations of technology in corporate learning.

The discussion resulted in three conclusions:

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01 AR and VR are increasingly being used to create immersive learning experiences, but scalability and lack of modern graphics hinder the adoption

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02 Learning technologies are only as good as the implementation

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03 L&D functions need a new type of skillset to measure business impact



01

**AR and VR are increasingly being used to create immersive learning experiences, but scalability and lack of modern graphics hinder the adoption**

Despite coming from various industries and business contexts, all participants shared a fascination for and recognized the potential of AR and VR.

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**AR and VR present so many opportunities, for instance in helping our technicians visualize and understand how parts need to be repaired.**

While AR and VR are applicable to several different use cases—from sales training and practicing giving feedback to product understanding in manufacturing—significant challenges and limitations hinder their adoption. One example is the difficulty of scaling the equipment in a global organization. Another example is the lack of modern, consumer-grade graphics in the technology, making the experience disengaging.

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**We are talking about all these technologies. Are we just getting sucked up into the trend and the buzzy stuff? Yes, probably.**

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02

**Learning technologies are only as good as the implementation**

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**Sometimes, we skip the very fundamental human aspects and go right to the tech. That's one of my biggest concerns when it comes to learning technology.**

L&D functions are often on the hunt for the next shiny object. Before adopting a new learning technology, learning executives must do a thorough needs assessment. Is it an actual learning problem you are facing? Or do we need to redesign the organizational structure to enable teams to work differently?

When integrating new learning technology, L&D needs to give colleagues the proper prerequisites to apply these tools. Showing and proving the value of the tool is critical here, and answering the question “What's in it for me?”.



### L&D functions need new skills to measure business impact

One big question for L&D when measuring the business impact of learning initiatives is whether it is possible to prove causation rather than correlation.

Due to the endless numbers of variables, proving causation is extremely difficult. Instead, L&D professionals should aim for being able to present strong correlations between initiatives and impact. A key aspect in enabling this is to revise the type of skillset needed in L&D teams, such as adding additional competencies within statistical analysis and data science in order to set up proper A/B testing and isolate variables.

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The L&D user journey is similar to any marketing funnel. For example, if there are multiple marketing touchpoints leading up to a final purchase, where do you attribute that sale to? Is it the first click, the last click, or the one in between? Likewise in L&D, if an employee attends a training session held by their manager and then reads a one-pager, how do we know which activity led to their progress?

Applying marketing concepts and frameworks to learning and training could be a powerful way to understand the value of learning initiatives better. Experimenting with different attribution models is just one example.

This white paper is based on insights from a roundtable discussion moderated by Filip Lam (Klarna) with participation from Benjamin Webster (Troopl), Brian James Flores (Zoom), Bridgette Vital (Verizon), Erin Mulholland (Amazon), Maritza Bonano (Facebook), and Samantha Karlik (Amazon).

