Think Like A Marketer to Drive L&D Success
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Our global learning marketplace: Where every student can find the right teacher

- 17M Users
- 190+ Countries
- 55,000 Courses

Source: Udemy
A Content Model Built for the Modern Employee

Udemy’s industry expert content

Your organization’s content

Available on all devices, all platforms
We help employees be able to do whatever comes next
• 60 yr old automotive services corporation
• Subsidiary of Sumitomo Corporation of America
• HQ in Palm Beach Gardens, FL
• ~10,000 employees across US, Canada and Mexico
Agenda

1. The landscape of L&D
2. 4-step marketing framework for L&D strategy
3. Deep dive into marketing tactics that drive learning at Udemy and TBC
4. Q&A
Here’s what we know
The rapid pace of knowledge is creating unprecedented workplace challenges.
Rapid change is creating stress at work for all generations
Learning and development can help reduce stress

Participated in company-sponsored training

- Millennials: 64%
- Generation X: 54%
- Baby Boomers: 35%

Paid for my own professional development

- Millennials: 49%
- Generation X: 36%
- Baby Boomers: 19%

Source: 2017 Udemy Workplace Stress Study
Different generations want to learn in different ways

<table>
<thead>
<tr>
<th>MILLENNIALS</th>
<th>GENERATION X</th>
<th>BABY BOOMERS</th>
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Organizations with strong learning cultures outperform their peers

- More likely to be first to market: 46%
- Greater employee productivity: 37%
- Better response to customer needs: 34%
- Greater ability to deliver quality products: 26%
- More prepared to meet future demand: 58%

So how do we build a strong learning culture?
Think about learning programs like a marketer

1. Attraction
   Spark interest
   Build awareness for your learning programs and improve the discoverability of your learning resources. How will you ignite the desire to learn? Seek to understand your employees as people.

2. Acquisition
   Get them to learn
   Get your employees to actually engage with the learning program you’ve scheduled or created. Active participation lays the groundwork for building a culture of learning.

3. Retention
   Build a love for learning
   Entice your employees to come back for more learning. Retention is all about keeping your employees continuously engaged in learning.

4. Referral
   Create lifelong learning fans
   Employee evangelists are essential to making your L&D programs successful. Encourage them to share their learning experiences with their colleagues and friends.

udemy for Business
Building a strong learning culture is fundamental
Know what your learning brand stands for

For [target audience], our L&D team delivers [unique value claim] because of [unique core capability]

- **For Whom?** Who’s your target audience? What do they care about?
- **What Value?** What’s the unique value your L&D team offers?
- **Why and How?** What’s the reason your employees should believe in your L&D team? How are you equipped to deliver on those values?
L&D brand statement at Udemy

To deliver and curate high-quality, relevant and engaging learning content that supports the growth and development of ALL employees.

- **What’s our value add?**
  - Provide fun and enjoyable training experiences that are exceptionally customer-focused.
  - With data driven accountability
  - No “vanity projects”. What does the company want and need to drive business growth?
73% of employees at Udemy are millennials
At Udemy, we rely on a constant feedback loop from our instructors and students to create and deliver courses that enable people to change their lives through learning. Internally, we choose to build a culture that’s inspired by giving and receiving feedback, which fuels all of us to learn and grow.
Sparking interest

Shared Mean Feedback video in company Slack channel to drum up excitement

Wistia, Inc.
Mean Feedback: Vol 1

Mean FEEDBACK

Shelley Osborne 1:56 PM
Here it is everyone! Udemy’s parody of Mean Tweets... Mean Feedback! FYI this is an example of what NOT to do taken from REAL LIFE (but not from Udemy - thank goodness)! 😊 We hope no one at Udemy EVER has this experience! Don’t forget to accept or decline your Feedback is Fuel invite for next week! #happylearning
Acquisition: Using evangelists, positive messaging and personalization

Positive messaging in calendar invite, not mandatory

Feedback is Fuel Training
Fri, August 4, 1pm – 4pm

Sync Calendar Event to Salesforce – Learn More

- Positive messaging in calendar invite, not mandatory
- Sent survey prior to session, used data in the session
- Acquisition: Using evangelists, positive messaging and personalization

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**Where**
- H241-Training Room

**Calendar**
- Shelley Osborne

**Description**
- Have you ever been part of a feedback conversation that didn’t go very well? One that didn’t seem to have a purpose or plan? One that seemed groundless in critique instead of growth?

  - Yeah? Us too. And just about everyone we’ve ever met. Well - great news! The L&D team has put together a workshop to share some top tips on how to improve your experience on both sides of these convo’s - the feedback giver and the feedback receiver!

  **Our Feedback training will explore how you can:**
  - Develop a growth mindset associated with giving and receiving feedback
  - Remove the fear and anxiety associated with giving and receiving feedback
  - Establish a framework for giving all kinds of feedback (GB! Model)
  - Identify WHERE, WHEN and HOW to give feedback

  **We are thrilled to invite you to be a part of this workshop! Come prepared to practice your skills in session, as we’ll be using real Udemy scenarios.**

  **Before the workshop:**
  1. Think about a topic or situation you’re currently experiencing that you’d like feedback on.
  2. We’ll be sending out a short survey in a few days asking you to share some insights into your own experiences with feedback - we’ll use these results to guide some of our discussion in the session!

  Please accept or decline this meeting, so we can include you in a different session!
Bringing the lesson out of the classroom
Creating lifelong learning fans

Mean Feedback: The Series!

#udemy-learns
a Slack channel for learning

Stickers for our learning ambassadors
How do we know it’s working?
No detractors from Net Promoter Score

71
NPS

NPS with L&D

Employer NPS

16

-31
Survey says...

4.6 survey rating
Building a culture of learning at TBC
L&D Brand Statement
To be the go-to resource for all things learning to our employees.

Our mission is to deliver varied learning experiences that focus on the growth and development of all TBC corporate associates.
Traditional tactics didn’t work anymore
Attendance at instructor-led courses went down

STAND OUT FROM THE CROWD.

5 Choices to Extraordinary Productivity
Building Business Acumen
Effective Business Communication
7 Habits of Highly Effective Managers
Building Business Process
Leaders @ Change
The shift to self-directed, online courses

- **Traditional**: Prefer instructor-led classroom styles
- **Baby Boomer**: Prefer collaborative-style classrooms
- **Gen X**: Fiercely independent, prefer self-directed
- **Millennials**: Prefer informal learning with on-demand access
Phase 1 of new L&D strategy
Spark Interest with Teasers

Your latest project requires raspberry pi

and you only know

How do you learn the difference?

Your manager wants the data in a pivot table. You don’t know how to create a pivot table. How do you learn fast?

THE ANSWER IS COMING.....
Spark interest

Phase 1

Your latest project requires raspberry pi and you only know How do you learn the difference?

THE ANSWER IS COMING.....
Spark interest

Drive adoption

“First-come, first-served” scarcity tactics

83% adoption after 60 days!
Spark interest

Drive adoption

“First-come, first-served” scarcity tactics

83% adoption after 60 days!

Referrals went viral

High FOMO

46% adoption in 24 hours
25% renewal requests
21% new requests
Success metrics that matter

Overall Organization Adoption
67%

Export User Adoption Report

91% of users have joined
17 users joined but have not enrolled in a course
71% of users have enrolled in their first course
3 users have enrolled but not yet completed their first lecture
67% of users have completed their first lecture

High adoption and engagement rates

2018 Goal
90% adoption

Source: Udemy for TBC Corporation
98% employee engagement

Course Name
Microsoft Excel - Advanced Excel Formulas & Functions
Office Productivity

<table>
<thead>
<tr>
<th>Course Name</th>
<th>Total Enrollments</th>
<th>Assigned Users</th>
<th>Active Users</th>
<th>Minutes Per Active User</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>10</td>
<td>0</td>
<td>7</td>
<td>100.32</td>
</tr>
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</table>

**Activity Summary**

- Total Activity: 233.5 hours
- Avg Per User: 3.07 hours
- Avg Per Active User: 3.11 hours
- Top 10% Users (Avg): 15.21 hours

98.68%

75 of 76 users were active in this time period
Final takeaways

- Build a culture of learning, it’s never “one and done”
- Learning isn’t one-size-fits-all, find out how your audience likes to learn
- Traditional adoption methods aren’t working
- Measure what’s working!

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Thank you!

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Appendix
L&D Strategy at a learning company

**Challenge:**
- Learning at a learning company
- Millennial population - High demand for learning, but not necessarily ILT
- How to get people in the door without making it mandatory

**Strategy**
- Rollout of a company-wide feedback training
IF NEEDED -- Extra ideas

- Pizza from mean feedback
- Virtual reality
- Buzzfeed interview training
- (meeting hero backup)
TBD ---- Lessons Learned

- Assertive Communication -
  - clever to give out mini-books from College of Construction. Tons of time designing them. NO ONE took the cards OR books from the library.
  - Didn’t cater to the audiences’ needs (audio book? etc.)
- Public Speaking Course
  - Mandatory training for safety inspector certification. Don’t even say it’s mandatory Push training. 3-day public speaking deep dive. Content wasn’t specific to their needs, more generalized. Not “just in time” / tailored to them
  - Hated being there. Bonded out of suffering. No one came to the follow up.
- Living in a silo - work with your marketing team, brand team, graphics
Vision
To be the go-to resource for all things learning for all TBC corporate associates

Mission
• being a strategic business partner
• creating and implementing varied learning experiences
• focusing on the growth and development of TBC associates
Average expenditure on learning has increased

Average direct learning expenditure went up again last year by 1.8% to $1,252 per person

We are missing an opportunity

- 45% of workers believe that company-provided development programs are not applicable to their day-to-day job needs.
- 33% of workers do not feel that their job skills will help them earn a promotion at work in the near future.

Source: 2016 Emerging Workforce Study by Spherion Staffing
Schedule learning hours at work

Source: 2016 Udemy Learning Index Report
Extend employee learning hours through additional channels

69% growth
Growth of mobile offline usage between 2015-2016

50% of traffic
Mobile video traffic accounted for over 50% of total mobile data traffic (higher than social networking, web browsing, or audio)

Source: Udemy