



Cornell's Center for Advanced Human Resource Studies

***Targeted Benchmarking on
Leadership & Technology on Digital Content Providers,
Content Development Tools, and Content Delivery Vendors***



CAHRS Partners have the opportunity to benchmark with other partner companies on HR topics of interest. The benchmarking is typically conducted with 5-7 other CAHRS Partners selected by the company that initiated the request. The CAHRS office identifies the appropriate connections at selected companies and the benchmarking company then schedules 1:1 phone calls to explore their questions.

Examples of recent requests include: Sponsorship Initiatives, Organization Designs and Structures, Diversity Metrics, Talent Management Practices, Competency Models and a variety of HR Policy Questions (i.e. Relocation, Cost of Living, Airline Mile Usage, etc.).

CAHRS partners find this more qualitative approach to benchmarking very valuable for revealing novel insights and practices, as well as for building their network. At the conclusion of the process, the benchmarking company shares an anonymized summary of their findings with the participating companies and CAHRS, who then makes them available so all partners can benefit from the learning.

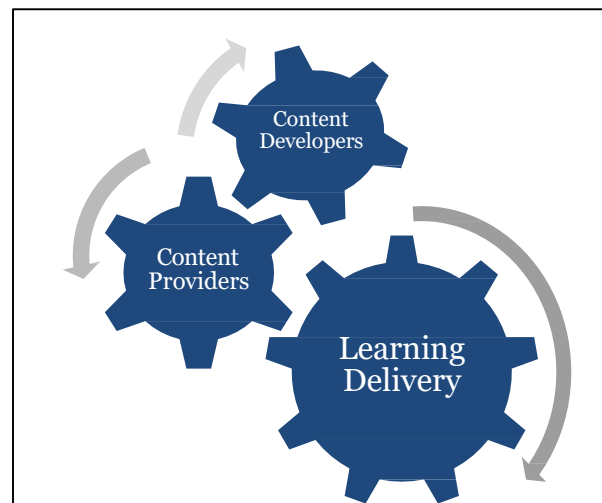


L&D Technology Project

The goal of our L&D Technology project is to research L&D **digital content providers, content development tools, and content delivery vendors** to supply our enterprise functional areas with best in class industry solutions. These digital content solutions will enable our functional areas to meet the velocity, cost, and demand our business units require to meet their goals. We will ensure these solutions align with our current technology ecosystem and in addition our enterprise HCM Initiative.

Learning at Construction Machinery Company has complexity as our nearly 100,000 employees are: dispersed geographically, have unique work environments, and require a wide range of learning preferences. The needs of our larger organization explain our need to lead the way in technology-based learning solutions. According to ATD, larger organizations consume more learning hours utilizing technology via e-learning than companies of smaller size.

Our primary benchmarking included interviews with L&D professionals from companies of similar size, reviewing industry trends and conducting internal focus groups with functional area coordinators who understand the learning needs of our core functional areas.



Benchmarking interviews

Our benchmarking primarily focused on understanding the primary content providers companies use. The companies that we received information from included a diversified machinery, processed and packaged goods, and personal products. The findings are summarized and anonymized to ensure adherence to the benchmarking standards set by the Center for Advanced Human Resource Studies.

Through our benchmarking we found that the primary content providers that companies mentioned were chosen due to their focus on leadership development and soft skills. Rather than release an entire library of content to users, the content for most companies is released based upon the request for more unique content areas that may be industry specific.

FIGURE 2-1:
Average Percentage of Learning Content by Content Area (Consolidated)



Of the companies benchmarked, below are the primary content providers that they use or plan to implement in the future include:

Content Provider	Number of courses
LinkedIn learning	5,000
Get Abstract	18,000
Skillsoft	500,000
Edx	2,200
Udemy	32,000
Coursera	3,100

According to Upwork, the top 3 companies in terms of users are Coursera with 25 million users, Edx with 12 million learners, and Udacity.

When discussing the delivery of their content, the companies we benchmarked utilized Zoom and Adobe Connect as the best in class tool. They also mentioned the limitations of software such as Skype and WebEx.

Lastly, companies we benchmarked mentioned a reduction in the development of their own content. Their focus is to curate content from MOOCs to fit their strategy and needs. Understanding the process of curation, development and delivery of the learning that external companies went through assisted the development of questions we wanted to ask our functional area coordinators (FAC) internally.

