

# Digital Learning for High User Adoption and Performance

18 April 2018. Frank Naude

It's easy to get caught up in the hype around the future of learning and, given the rapid changes all around us, it's just as easy to miss the important opportunities to improve the way we approach learning in the workplace.

With so much noise in the market, we need to exercise caution and take a Design Thinking approach to ensure that empathy for the learner is at the heart of our approach to learning.

We also need to be pragmatic and sensible when we look at the opportunities that changes in technology bring. Patti Shank, in her article, "*What Research Has To Say About Microlearning And Macrolearning*", points out that, while technology is changing, the physiology and architecture of the human brain is not.

We are all using new terms and *Digital Learning* has come hard on the heels of *Digital Transformation*. Josh Bersin brings sanity to this term and points out that,

"Digital Learning does not mean learning on your phone, it means 'bringing learning to where employees are'. It is a *way of learning* not a *type of learning*."

Bersin goes on to say, "*it means 'bringing learning to where employees are.'*"

In other words, this new era is not only a shift in tools, it's a shift toward employee-centric design."

Technology will not rewire our brains or make us smarter, but it can provide better support for learning if we shift our approach to teaching and learning from "*instructional design*" to "*experience design*". We need to make learning more appropriate and relevant, and make it easier and more convenient to access and consume - in the natural flow of work.

We know that the 70:20:10 model for Learning and Development is rather old, but there seems to be consensus that only 10% of what we learn comes from formal training. This may be a good time to examine the role of macrolearning which tends to be more formal, and microlearning, which tends to be more informal.

It is very important that the design of microlearning is done as part of the overall design of macro and micro learning. We can also chunk macrolearning content to maximize the reuse of content for other modes of learning and support.

Let's look at Figure 1. When we learn something that is largely new to us, we probably do the knowledge transfer in a formal way using instructor-led training, e-learning, or a blend of these. This training can take hours, days or longer.

The changes that follow, or the small variants on the macrolearning topics, can be taught through microlearning chunks that are around 5 minutes long.

We reinforce and extend learning through access to microlearning as we go up the steep learning curve to reach expert proficiency. The expert may even take the time to get certified on what has been learned. The pace of change and learning slows down until the next big change when we go through the cycle again.

## Where Does Macro and Micro Learning Apply?

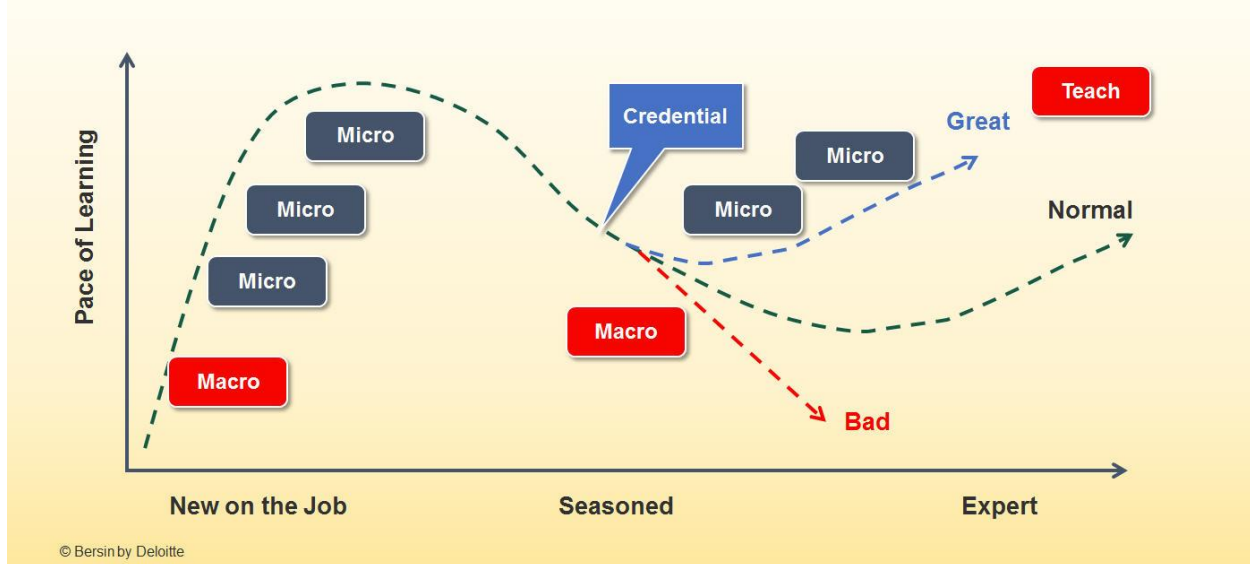


Figure 1. Macro and Micro learning cycles from Bersin by Deloitte (see reference link below).

This is how I see learning at SAP today. We have two main groups of users who are trained in SAP technology and applications – Key Users (experts, including the Project Team members) and End Users. The training approach for each group is determined by the learning strategy and the learning needs analysis. While my focus is more on End Users, the work and training for each group is of equal importance to achieve success.

**Key Users:** Their learning journeys can include a blend of training options which are initially driven by formal, project-driven macrolearning events including:

- **openSAP:** Free MOOC with a focus on SAP innovation topics
- **Instructor-led training:**
  - o Classroom or SAP Live (remote) using the latest technology
- **SAP Learning Hub:** 24x7 access to SAP's digital learning platform for:
  - o E-learning and eBooks
  - o SAP Learning Rooms (social learning with experts and peers)
- **SAP Live Access** (cloud access to SAP training systems)

There is also the option for SAP global certification.

As organizations apply regular system upgrades, microlearning events become more prevalent, especially where cloud systems are in use. The cycle of macro-microlearning repeats with major software upgrades, or with the introduction of new technology.

**End Users:** Keep in mind that all users, including Key Users, are also End Users for topics that are outside their main area of expertise. Here we have a good mix of macro and micro learning. Our SAP enablement solution for the creation, management and sharing of content, including in-application performance support/user assistance, is SAP Enable Now.

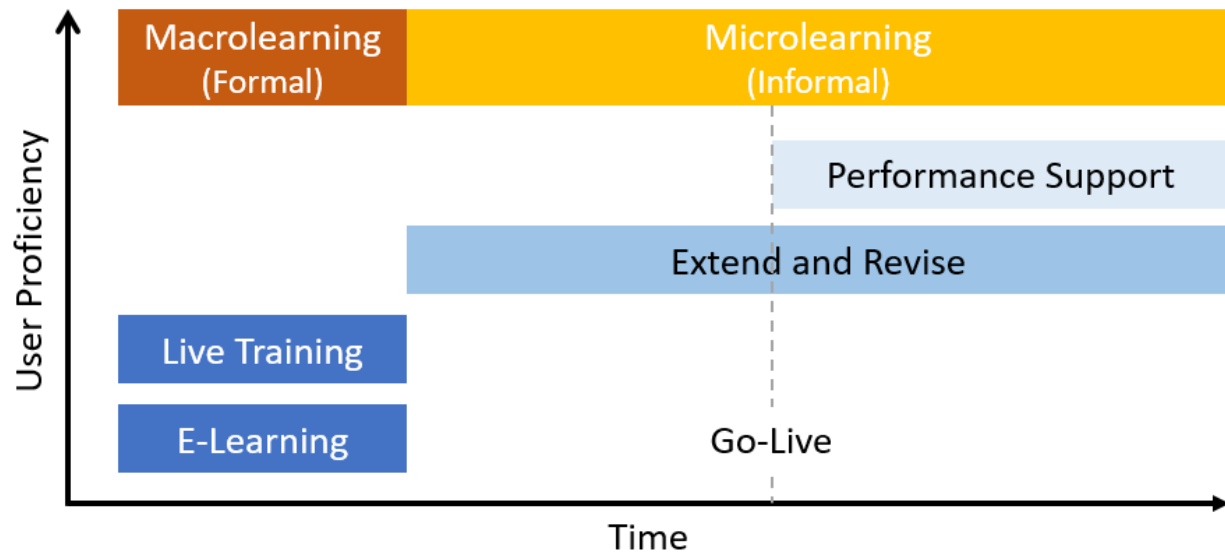


Figure 2. End User Learning and Performance Support using SAP Enable Now.

- **Formal Learning (Live Instructor-led training):**
  - Learning on new topics and business processes. SAP Enable Now can be used to create training content, including documentation, process simulations (play, practice, test modes), quizzes to support this training. Using interactive process simulations saves on costs of system provisioning and maintenance, including data for exercises.
- **Formal Learning (E-Learning):**
  - SAP Enable Now can provide interactive e-learning with process simulations (play, practice, test modes), quizzes, training documentation and quick reference guides (job help). Training completion and the test results from the process simulations and quizzes can be recorded.
  - This content can be delivered via SAP Enable Now or via the corporate Learning Management System (LMS)
- **Informal Learning:**
  - The SAP Enable Now learning content outlined above, plus other content formats, FAQ's, and links can be made available via a web-based corporate knowledge center using the content management capabilities of SAP Enable Now.

- Learners can search and reference this content at any time to revise and deepen their learning.

The above content strongly supports macrolearning, but is normally designed to be made available in small chunks to support microlearning, especially in the next section.

- **Performance Support and User Assistance:** Delivering contextually relevant learning and support content to users in the flow or process of their work is digital learning and microlearning in action. The user on the live system should understand the topic and should have received formal training on processes that are complex, high risk, and perhaps even high volume. However, they may need help. It could be that they have forgotten some of what they have learned. It may also be that they must learn simple processes and variants of formally trained processes for the first time.

In the past customers had to create all the training and support content from scratch. They then had to make the appropriate content available to the users directly from the live system – all using SAP Enable Now.

The good news is that SAP has listened to our customers and taken a big step forward in user assistance by providing training content and making it available from within the live SAP system. This content can also be used for formal and informal learning, as described above.

- **Systems with Embedded Content:** To improve user onboarding and time to value, SAP provides pre-delivered, embedded content for some solutions. SAP S/4HANA Cloud, for example, includes:
  - *Context Help* e.g. field definitions/descriptions.
  - *Task Tutorials*. SAP delivers around 1,000 task tutorials (process simulations) created with SAP Enable Now. This number can vary.
  - *Guided Tours*. These step-by-step on-screen guides to assist users through the live process.

Customers who have licensed SAP Enable Now can customize and add to the above embedded content.
- **Systems without Embedded Content:** Where we do not yet deliver pre-delivered embedded content, customers can use SAP Enable Now to create and present all the content as described above. SAP also has a service that can create the customer content at a low cost and in a highly scalable manner.

SAP Enable Now supports “Just-in-Time” microlearning, ensuring that the relevant content is available to the user where and when they need it –while working on the live SAP system.

My key message is that SAP supports Digital Learning, and SAP Learning Hub and SAP Enable Now, are two strategic enablement pillars to help our customers run at their best.

Our ability to support learning is getting smarter all the time and we are on the brink of delivering conversational UI's to support user interactions with SAP systems. We anticipate the day when learning systems will act more like customer engagement systems and use big data, predictive analytics, and AI to dynamically support personalized learning.

I strongly suggest you read the first two articles in the reference list below.  
Please contact your local SAP Education Sales team for more information.

**Selected References:**

- Josh Bersin (2017). <https://joshbersin.com/2017/03/the-disruption-of-digital-learning-ten-things-we-have-learned/>
- Patti Shank (2018). <https://elearningindustry.com/microlearning-macrolearning-research-tell-us>
- Patti Shank (2018). <https://www.td.org/insights/what-do-you-know-should-we-train-digital-natives-differently>
- SAP Purpose and Promise. <https://www.sap.com/corporate/en/vision-purpose.html>
- SAP User Experience. <https://experience.sap.com/news/hey-i-am-talking-to-you/>

**Links:**

- SAP Learning Hub. <https://learninghub.sap.com/>
- SAP Enable Now. [www.sap.com/enablenow](http://www.sap.com/enablenow)