



IBM Learning: Innovation & On Demand Business Learning Lighthouse

Business Transformation Learning Lighthouse Initiative partnership delivering business impact

ASTD Conference Session # W205

IBM Corporation

Stan Heasley (heasley@us.ibm.com)

Ginger Swope

Don Sobeski

June 6, 2007

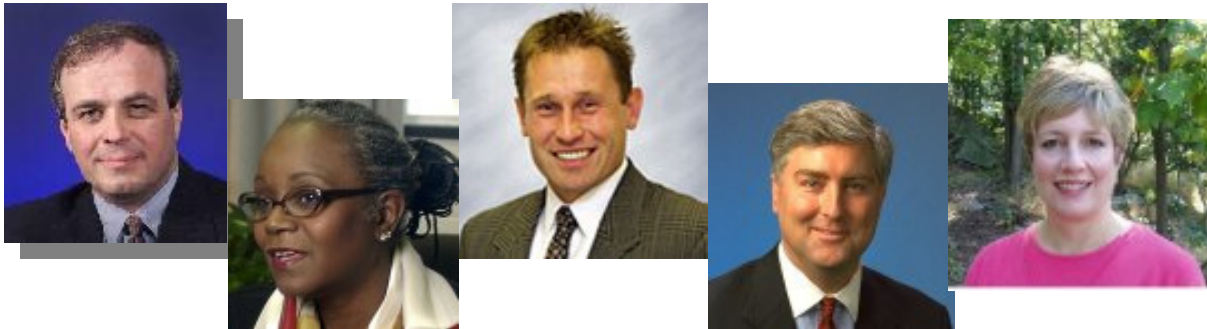
The Innovation that Matters Learning Lighthouse the trusted source of core and common learning

The Innovation that Matters Learning Lighthouse project supports the effective execution of IBM's Innovation that Matters and On Demand Business strategies.

Needs identified:

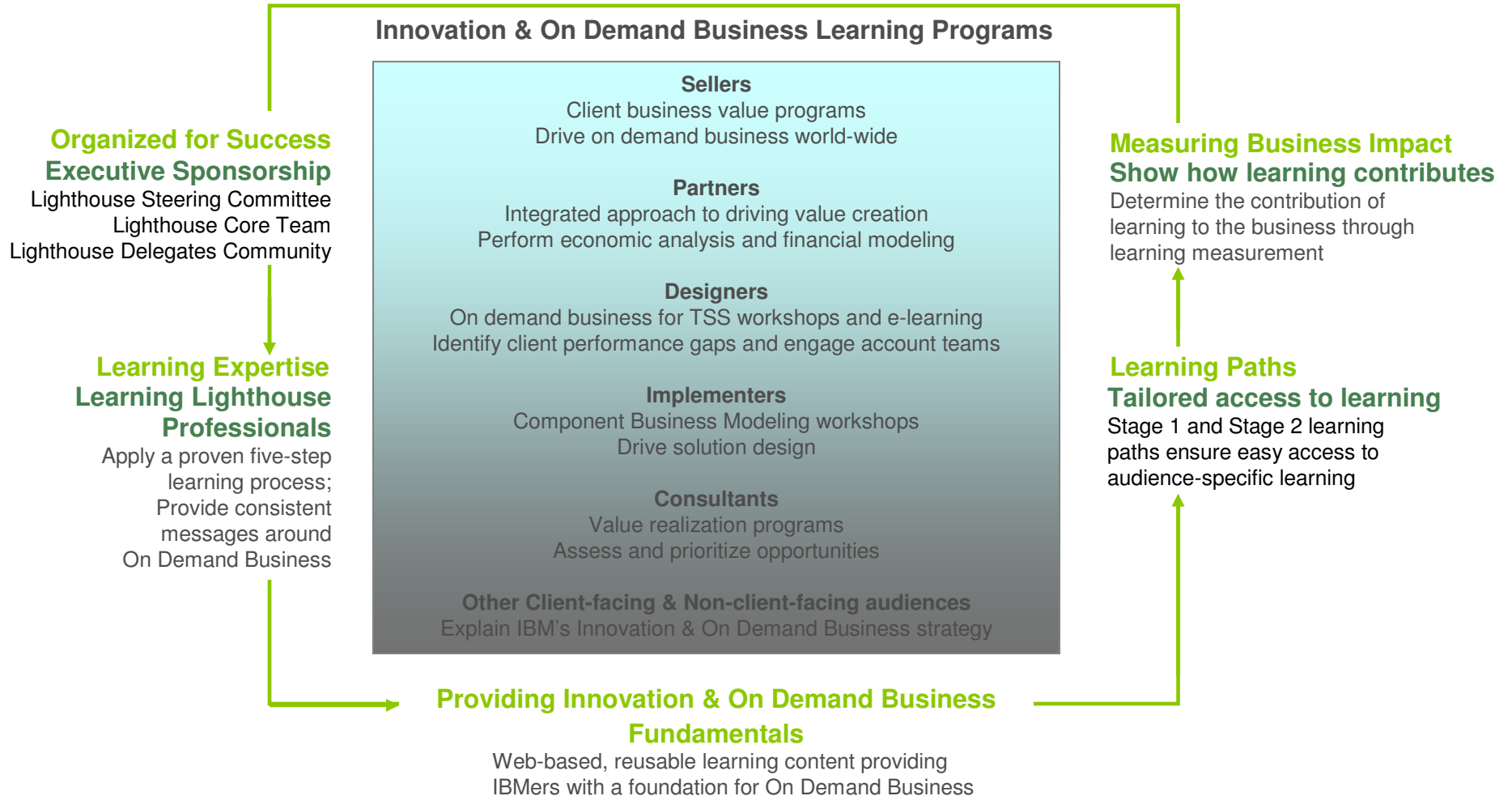
- **Speed to market.** Utilize effective learning to accelerate success in the marketplace.
- **Clear up confusion.** ... associated with the ongoing evolution of IBM's go-to-market strategies....
e-business > e-business on demand > On Demand Business > Innovation that Matters >
- **Develop the workforce.** Utilize an overall learning framework and strategy to support Innovation that Matters strategy execution. Move IBM internally to a "horizontally integrated" operating model (collaboration & innovation are critical to execution).

These concerns were also reflected in the key themes and issues from stakeholders and Lighthouse Delegates interviewed during the analysis phase of the project



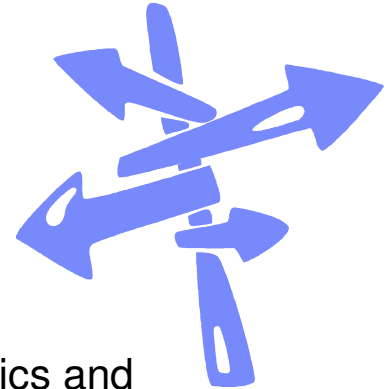
The Innovation and On Demand Business Learning Lighthouse

Strengthening learning in support of Innovation & On Demand Business strategy execution...



What makes the Lighthouse design different?

- Promotes “learning your way” through the use of three learning strategies:
 - Learn by reviewing the Facts enhanced with animated graphics and short video clips
 - Play a Game that teaches by asking challenging questions and linking to Facts
 - Read a Story and apply learning by selecting the “right” situation
- Employs a dashboard driven user interface, rather than menu
- Write the “facts” or basics then use them as backbone for other strategies
- Deploy audio for emphasis on specific content



Learners have three choices: play a game, read a story, or get the facts

The screenshot shows a learning interface with the IBM logo at the top center. Below the logo is the title "Seller's Compass For Innovation That Matters" in orange text, followed by the question "How do you want to learn today?" in dark blue text. The interface is flanked by two vertical columns of four images each, showing various business and technology-related scenes. The central text is organized into three sections, each separated by a dotted line:

- > Challenge**
 - Test your knowledge by answering the challenge questions
 - Race against the clock!
- > Knowledge Builder**
 - Work your way through case studies and scenarios
 - Follow the story step by step
- > Fast Facts**
 - Quickly view key content knowledge points
 - Read facts in the order you want

Microsoft Internet Explorer customized for Verizon Online

on demand business | IBM's On Demand Strategy

Overview of an on demand business | Resources | Challenge

Topics & Learning Paths

1 2 3 4 5 6

Challenge Knowledge Builder Fast Facts

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http://www.jeffbonasso.com/cpdemos/lighthouseproto/content/scos/lighthouse project/prototype/in - Microsoft Inter...

on demand business | IBM's On Demand Strategy

Challenge Question 1 | Resources | Challenge

Question 1 out of 4 Your Score 0 | Teach Me

Recent research shows that companies are investing to address two strategic imperatives. Which of these is NOT one of those imperatives?

- A Mainstream market share through industry specific accelerators
- B Innovate to differentiate and capture new value
- C Make better use of resources to be more productive

Topics & Learning Paths

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Overview of an on demand business | Resources | Knowledge Builder

Which situation applies to what you just learned?

Situation A > Play > Select

Bill gives his client an interpretation of on demand business and the 10 investment areas. Click **play** to hear his pitch. Click **select** if you think this situation applies to what you just learned.

Situation B > Play > Select

Many gives her client an interpretation of on demand business and the 10 investment areas. Click **play** to hear her pitch. Click **select** if you think this situation applies to what you just learned.

Back <

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The on demand journey

Phase 1: Access
Transforming communications.
 E-mail replaced snail mail. Simple database queries-like checking a bank account balance or flight arrival information - superseded telephone calls and standing in lines. All you needed in order to play was a browser, Internet access and a simple website.

Phase 2: Integration
From access to transactions.
 The "information superhighway" was replaced by "e-business." Banks enabled customers to move money among accounts, Airlines let you make online reservations. And you could trade stock, apply for loans, purchase goods and services, renew your driver's license, even get an education. This required far more than simple websites. It required behind-the-scenes integration of internal systems and business processes.

Phase 3: On Demand
Transformation across processes and enterprises.
 E-mail replaced snail mail. Simple database queries-like checking a bank account balance or flight arrival information - superseded telephone calls and standing in lines. All you needed in order to play was a browser, Internet access and a simple website.

Video Information
 If you would like to include video we can use the space to the right. In this text space you can add some copy detailing the video content.

Video 1.1

Table of Contents

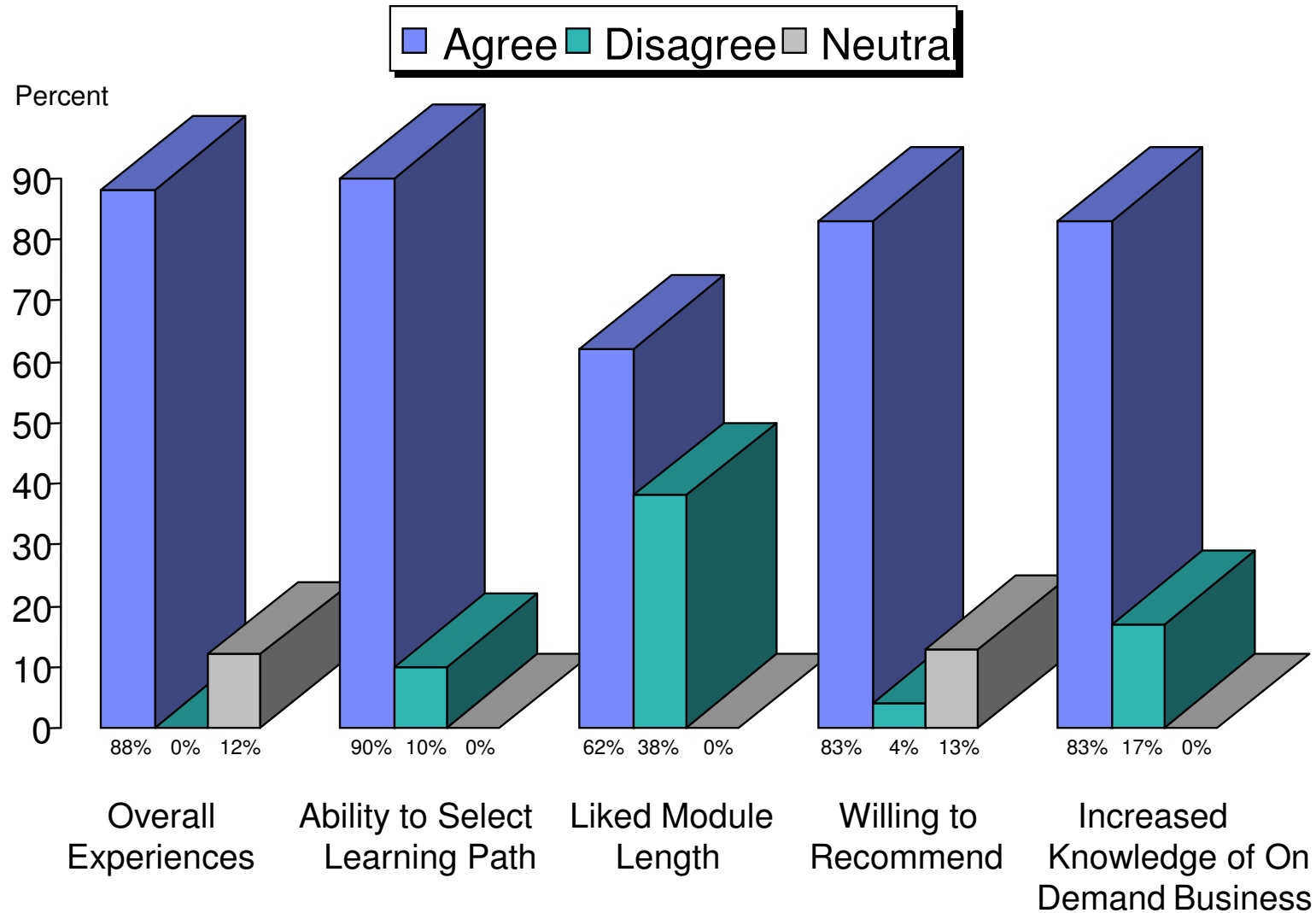
Topics & Learning Paths

1 2 3 4 5 6

Challenge Knowledge Builder Fast Facts

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Overall results from Lighthouse Design Study validate user acceptance



Act now

- [IBM Virtual Job Fair - replay available](#)
- [Business Conduct Guidelines certification due March 30](#)
- [PBC reminder: Make your PBC goals the best they can be \[due date: March 31\]](#)

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View and update your personal information.

- [IBM MoneySmart](#)
- [About you](#)
- [Your Compensation](#)
- [Your health coverage](#)
- [Retirement Comp Modeler](#)

Account access

View online statements, check account balances and more.

Employee Equity Plan

Planning center

Learn about programs, benefits, policies and opportunities available to you.

- [Your Career](#)
- [Your Life](#)
- [Your Money](#)

Learning@IBM Explorer



Welcome to Learning@IBM Explorer, the entry point for career development. The guidance here is targeted to you based on your On Demand Workplace (w3 home page) profile. Keeping your profile up-to-date will ensure you see the most relevant and current information for your career.

- [Learning@IBM Explorer home](#)
- [Career development guidance](#)
- [Find learning](#)
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Showing 1 of 1 feeds [View all of 'Your learning feeds'](#)

Learning sites

- [LEADing@IBM Web site](#) [Profiled for HR Regulars and PT]
- [Innovation and On Demand Business](#) [Profiled for All IBM]
- [Booker Day 150](#) [Profiled for All IBM]

Your career

Current as of 27 Mar 2007

Your IDP

Active
Last updated: 09 May 2006
[Launch IDP](#)

Your PBC

Approved Goals for 2007
Last updated: 23 Mar 2007
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[View PBC assessment history](#)

Your expertise

Last updated: 14 Dec 2006
[Launch PD Tool](#)

Helpful links

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- ▶ [Tools and resources](#)

Discounts

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Don't miss out on employee discount. Get great deals on financial services, personal insurance, cars, vacations and more.

Spotlight on:

Innovation and On Demand Business Learning Paths.....

Address: <http://w3.ibm.com/ondemand/education.html>

Search w3

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Innovation and On Demand Business

Innovation that Matters

The Innovator's Innovator

Sales Essentials

References

Education

Technology Development and Delivery

Related links:

[Learning@IBM](#)

[Innovating at IBM Learning Suites: Innovation, Patents and ThinkPlace](#)

[IBM MIT Innovation Lecture Series: Solutions to real world challenges](#)

[Irving Wladawsky-Berger's Blog on the changing nature of innovation and the future of information technology](#)

[Collaboration Central](#)

Education for Innovation and On Demand Business

IT Architect

Welcome to the Innovation and On Demand Business online education curriculum. Learn about IBM's client-centric strategy around Innovation, our own company's transformation story, the ever changing competitive facets of this "flat world," and enablement tools available to support you on the job.

This learning path has been customized for you, based on your job responsibilities. Each category below is populated with select online courses that are designed to enhance your skills and expand your potential. Whether fine tuning your knowledge for IBM's strategic approach on innovation or exploring the latest solutions and techniques for On Demand Business, completing these courses will give you the tools required to capitalize on emerging business opportunities with clients.

Begin your path now.

Innovation and On Demand Business Strategy

[Expand / collapse all](#)

- [IBM's Business Strategy: Innovation that Matters](#)
- [Articulating Value for Clients](#)
- [IBM's Internal Transformation](#)

	Course Code	Title/Description	Level	Test
<input type="checkbox"/>	LTU6181F Core	2006 Transformation: IBM Innovating for Growth - What is IBM doing internally to realize the vision of On Demand Business? This module, updated for 2006, explores new innovative solutions, strategies,	Beginner	<input checked="" type="checkbox"/>

What's new!

- [New Playing on Team IBM: Corporate Strategy](#)
- [Add selected to Learning@IBM portlet](#)

Essential links

- [IBM Corporate and Business Unit Strategies](#)
- [Learn how to leverage open standards for innovation and value, promoting their use](#)
- [The On Demand Knowledge Community](#)
- [Technology at a Glance: Introduction to SOA](#)
- [SalesOne: Resources for all IBM Global Technology Services businesses, sectors and geographies](#)
- [IGS Value Proposition](#)

Tools

- [IBM Techniques - Disciplined Approaches](#)
- [Component Business Model \(CBM\)](#)

Books 24x7

[UML 2 Toolkit](#)

Learning Impact: HiCov/LoCov Quota Attainment Comparison

Comparing quota attainment of the high and low learning coverage groups:

- Study Year: There was a statistically significant difference in favor of HiCov group.
- One Year Prior: There was **no** statistically significant difference between HiCov & LoCov.
- Two Years Prior: There was a statistically significant difference in favor of LoCov group

		Two Years Prior	One Year Prior	Study Year
HiCov Sales Teams (% quota attainment)	Mean	77.0%	91.9%	107.7%
	SD	18.3	22.4	29.7
LoCov Sales Teams (% quota attainment)	Mean	86.3%	92.1%	95.2%
	SD	20.3	21.9	19.2
Statistically significant?		Yes ($p < 0.03$)	No ($p < 0.95$)	Yes ($p < 0.001$)

Profit-to-cost ROI = 3500+%

KEY POINT: The “HiCov” and “LoCov” groups of sales teams are defined based on their “Hi” or “Lo” relative participation in the Stage 1 learning during the “Study Year”. Learning participation in “Prior Years” was not investigated or assessed.

Good news! So what did we do next?

- **Leveraged the analysis results to encourage further participation in the education**
 - Reached out to global and geo sales leaders to drive education down
 - Executed communications plan to drive bottoms up participation

- **Maximized effectiveness of the learning to facilitate application of knowledge earlier in the curriculum and minimize learning time required**
 - Identified opportunities to eliminate unnecessary content redundancy within and external to Lighthouse modules
 - Further strengthened the action-oriented aspects of the learning activities

- **Incorporated additional content that addressed perceived needs**
 - Detailed information on successful implementation of On Demand Business in various industries was included in learning updates as well as integrated links to client success stories; related content alignment also drive awareness
 - As new cross-brand solutions and products became available, they were aligned to On Demand Business messaging and provided supportive learning – e.g., through Infrastructure Solutions Deep Dives