

Taking Aspen into the Future of e-Learning

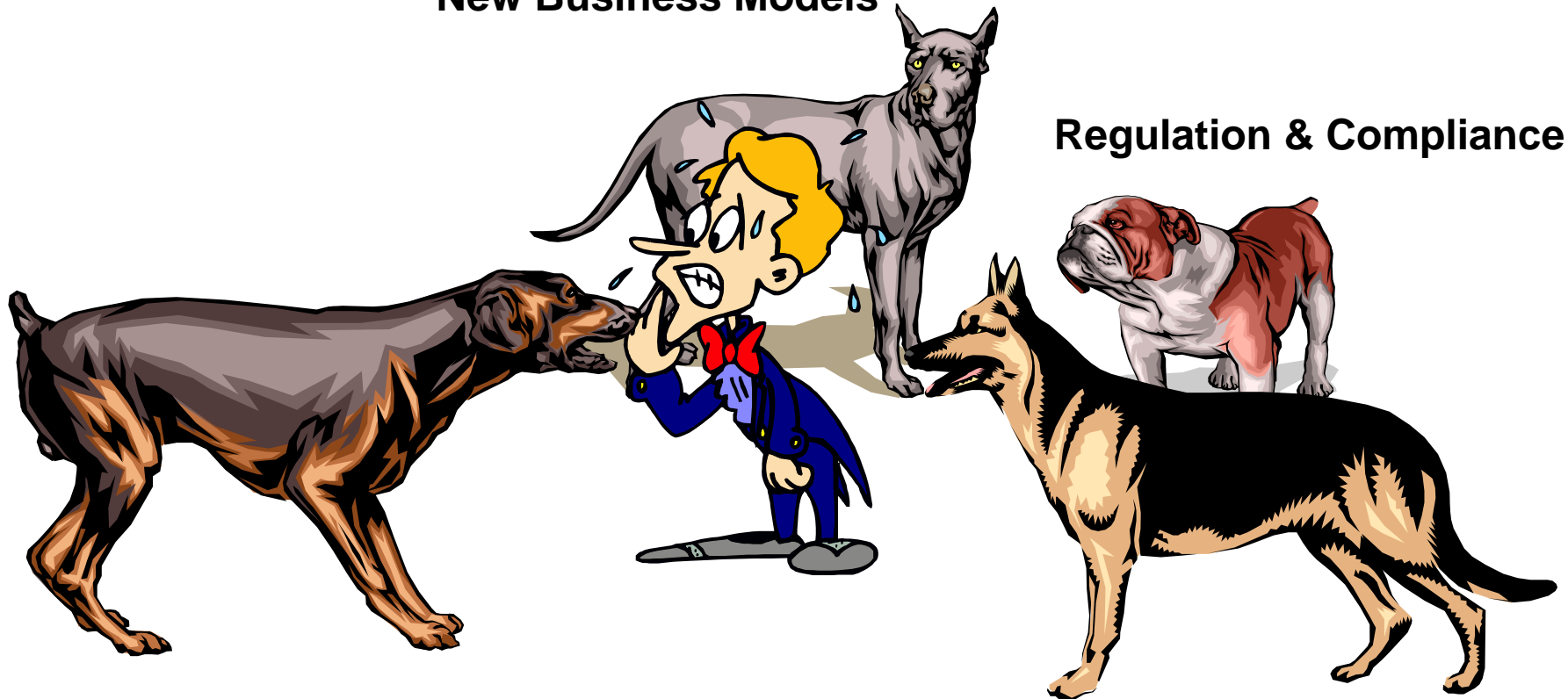
**Transitioning from training to
rapid performance tuning**

Microsoft has achieved high growth in the past . . .



. . . But today's challenging world demands more of our employees & partners

New Business Models




Regulation & Compliance

Competition

Tough Business Climate

Performance tuning is old news



What's wrong with the Mariners? Why can't they win?!

The beginnings of baseball statistics can be traced to 1845 and have evolved to become the foundation for finely tuned, quantitative performance management.

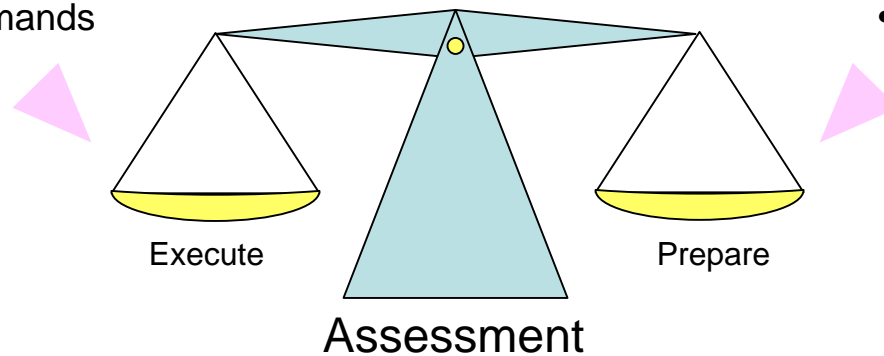
This data helps guide:

- Recruiting & capacity decisions
- Rewards & recognition
- Strategy at the player, team & organizational level
- Training & coaching
- Game interventions

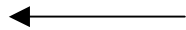
Readiness – A Tough Balancing Act for Individuals, Managers & Organizations

- Goals
- Business needs
- Initiatives
- Competitive demands

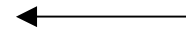
- How much training?
- Investment?
- Who provides?
- What training?
- When & where?



Performance Results



People Readiness

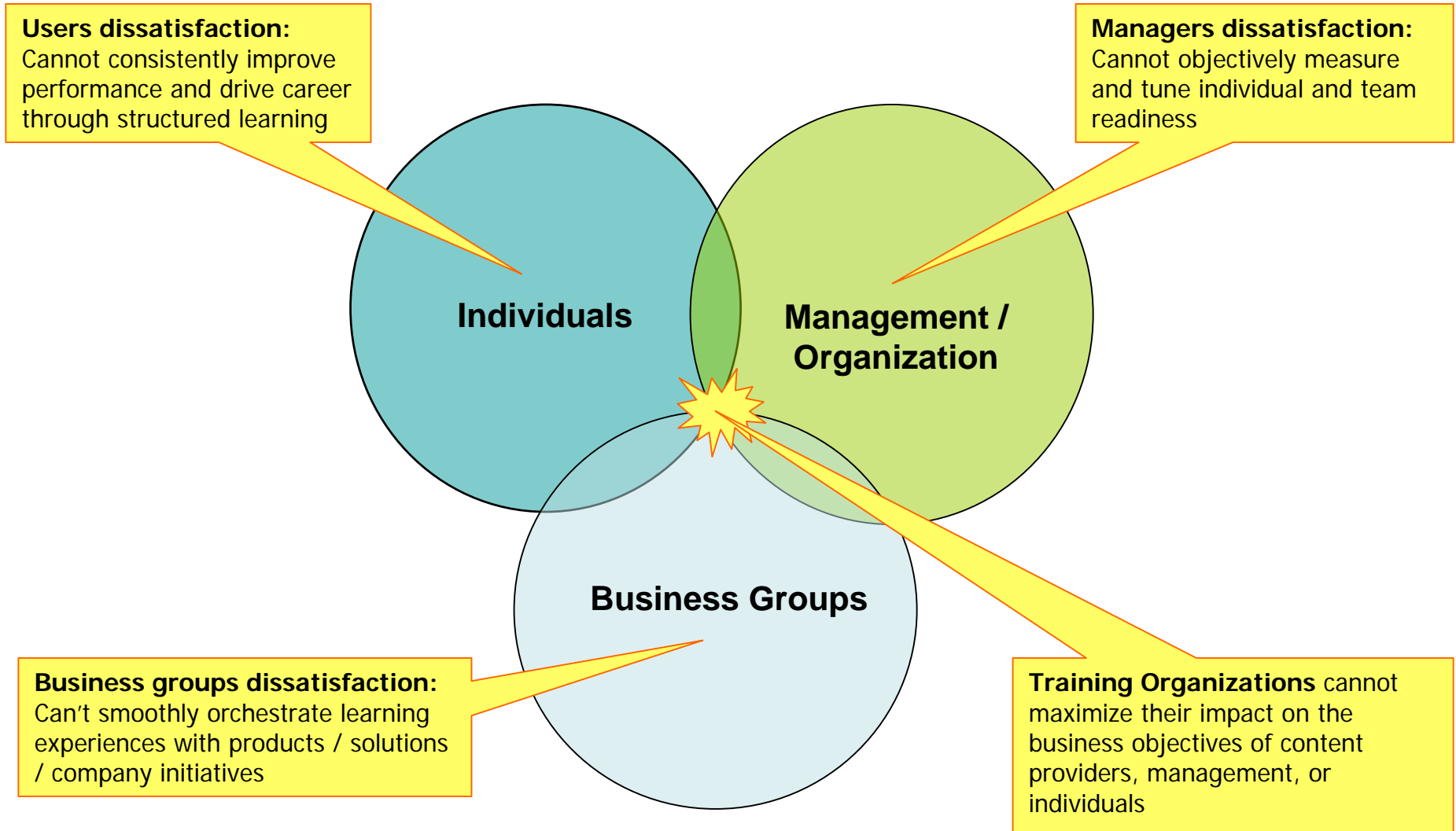


Training & Other Interventions

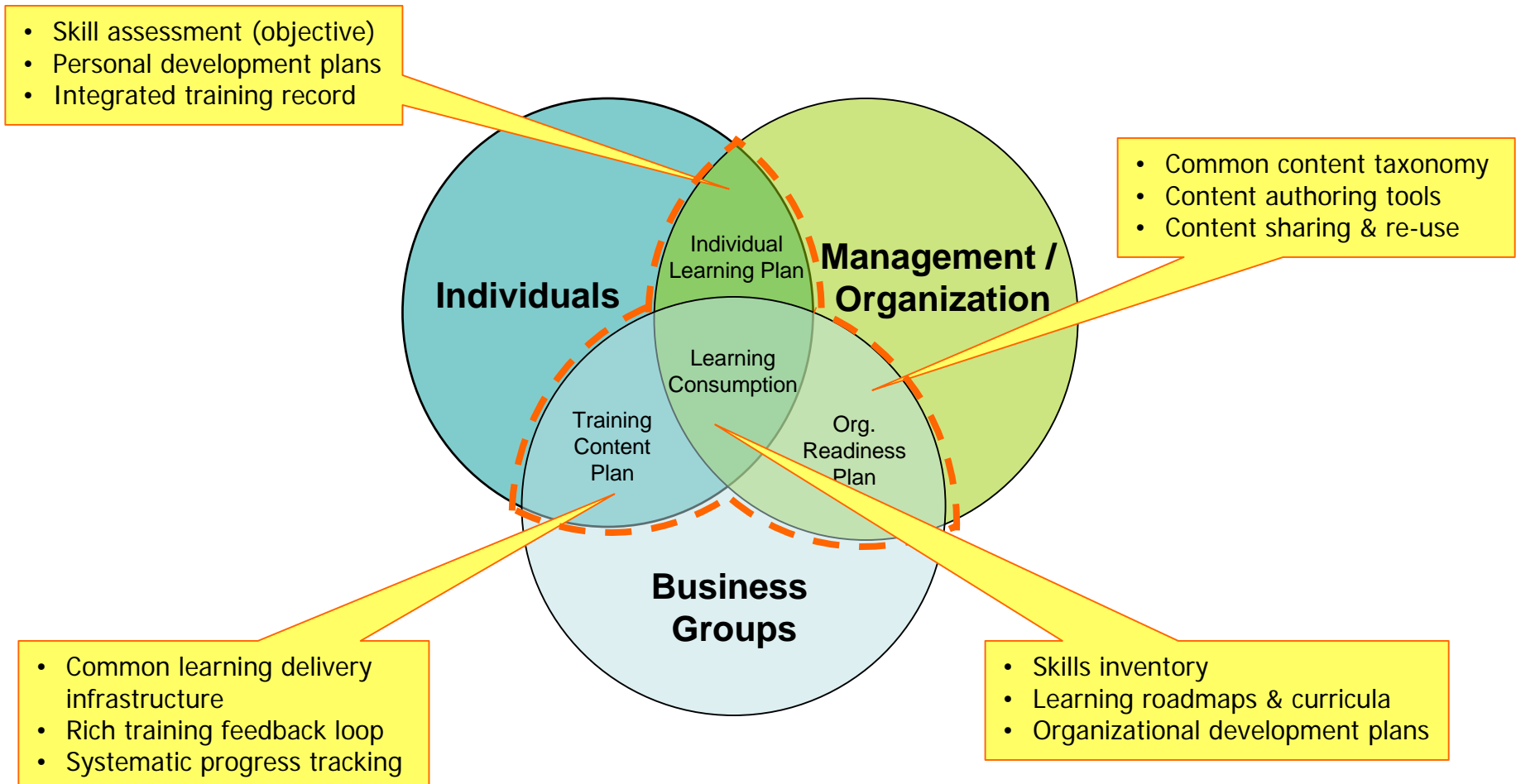
Training at Microsoft is hard . . .

- Microsoft doesn't have a strong learning culture
 - Lack of consistent executive & frontline manager support
 - Employees don't always value training in our execution focused culture
- Microsoft lacks a framework for learning businesses
 - No ability to form enterprise wide partnerships
 - Delivery technology is fragmented
 - No consistent training metrics
 - No consistent learning message for partners & customers
- Training organizations lack a consistent execution framework
 - No framework for professional development
 - No consistent approach to curricula or personal development plans
 - No content sharing
 - No common content repository & authoring tools
 - No common content taxonomy

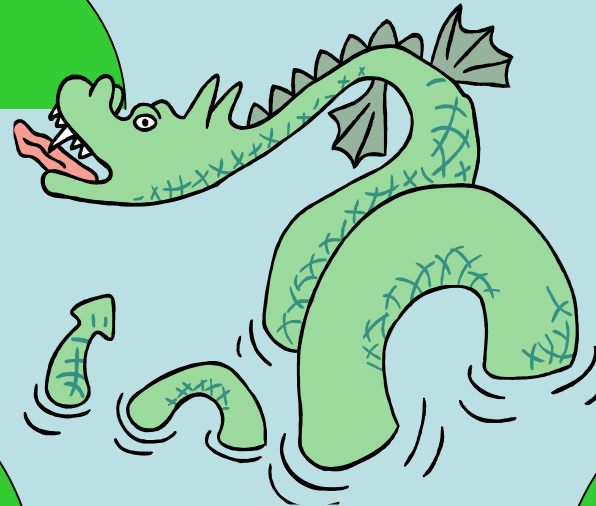
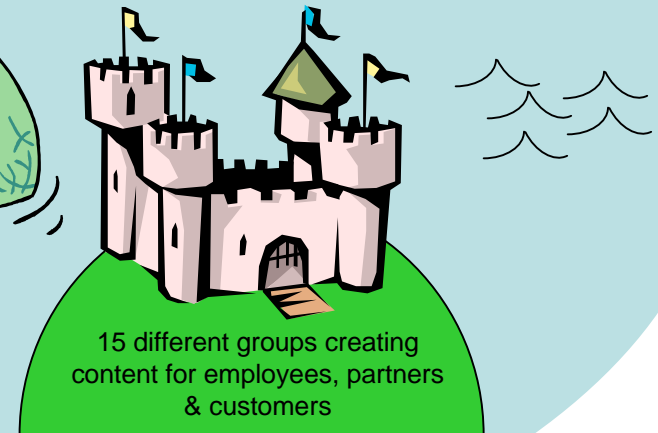
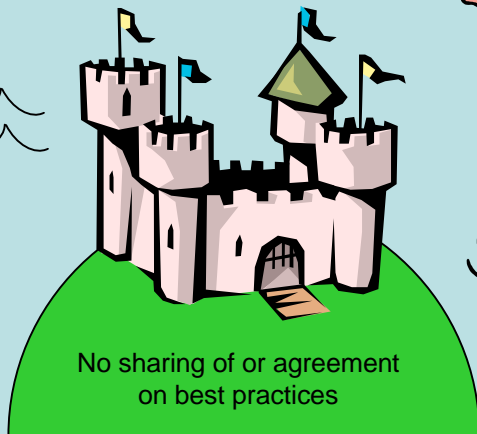
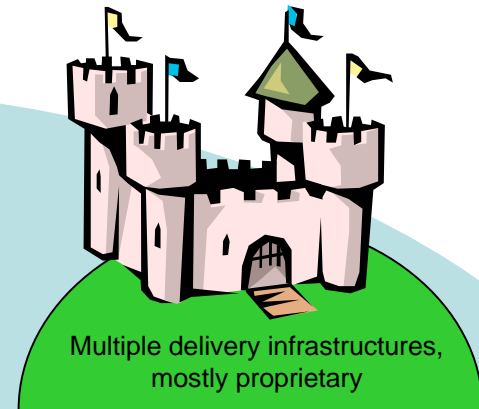
. . . And the business suffers



Corporate Learning at Microsoft

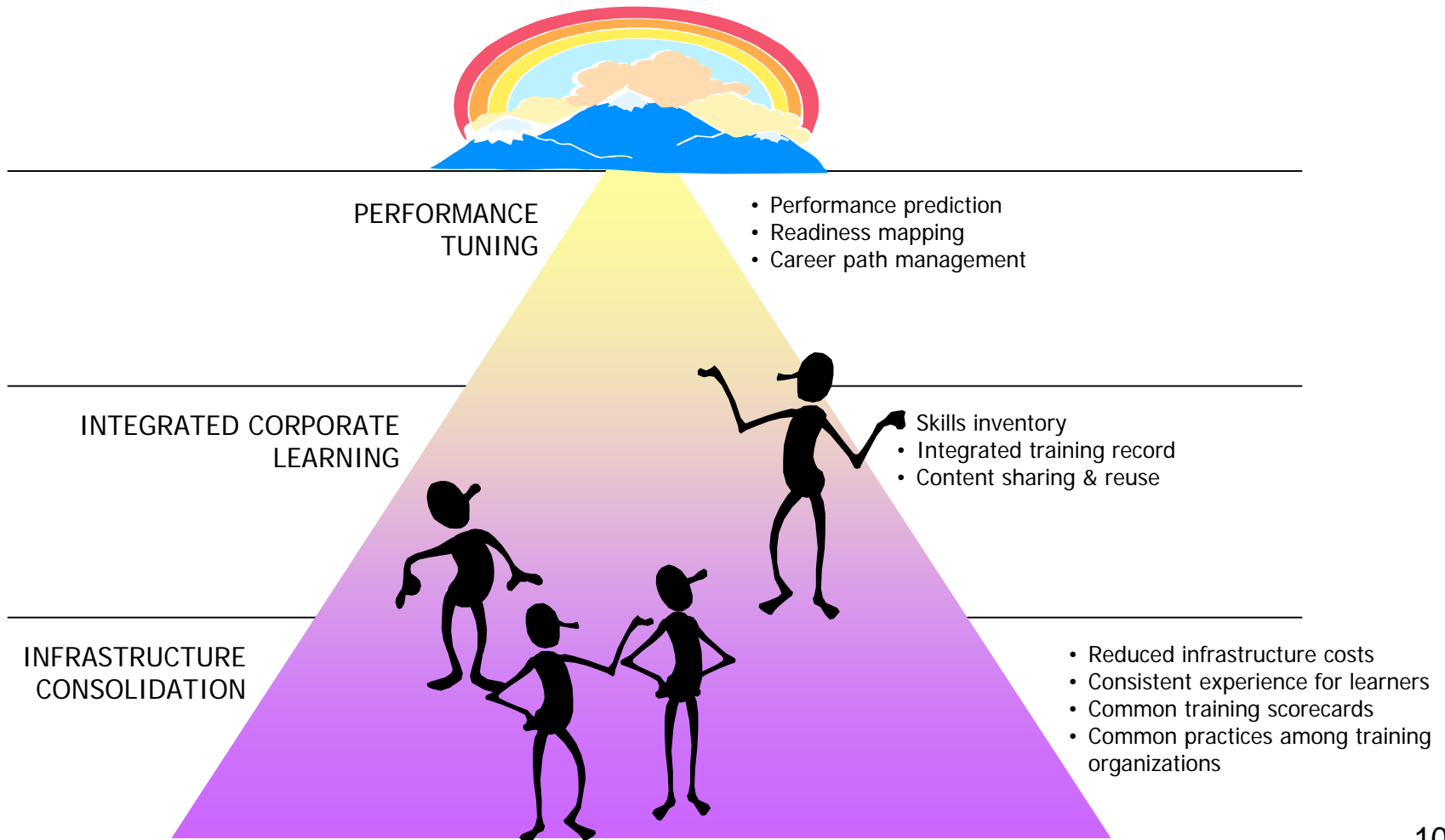


Microsoft's fragmented learning landscape was our biggest challenge to consolidation

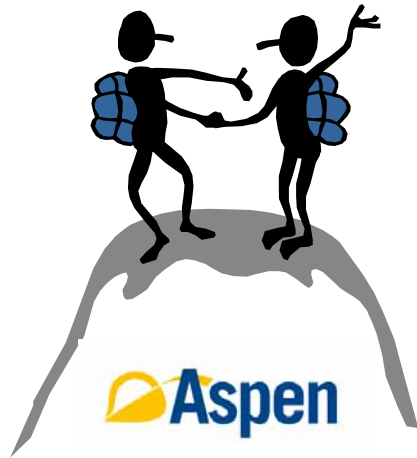


- Individuals couldn't easily **find relevant, timely, learning**
- Business groups didn't have the framework to easily **create relevant content** & share it across multiple audiences
- Managers couldn't objectively **determine individual readiness**

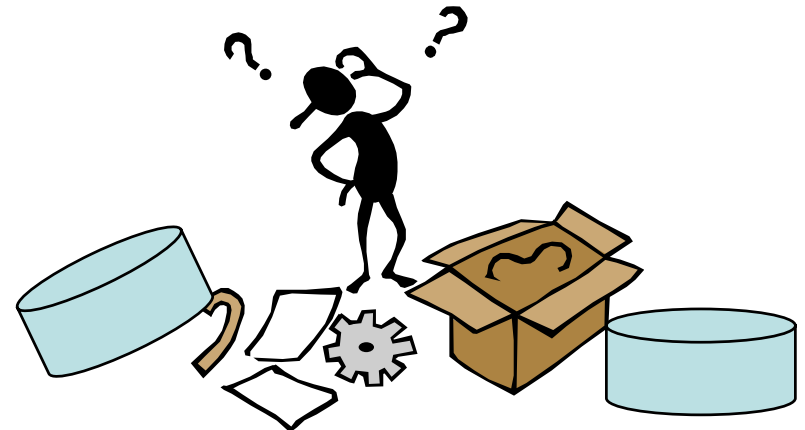
Our infrastructure consolidation strategy required a compelling value proposition & lots of evangelism about the immediate & long term benefits



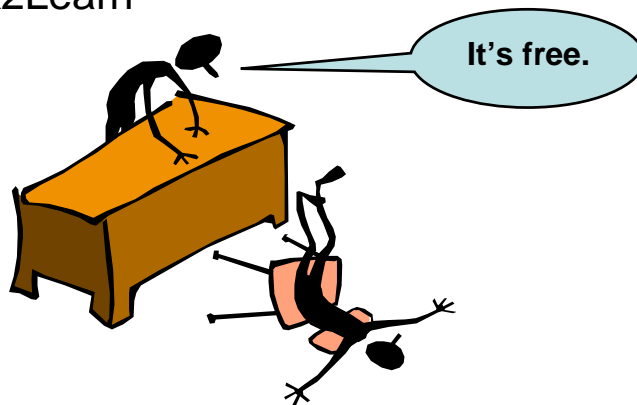
We had to build the learning platform of choice for internal Microsoft groups



Leverage a strong partnership with Click2Learn



Implement a scalable, reliable platform



Make the infrastructure free to Microsoft users via enterprise, perpetual licenses



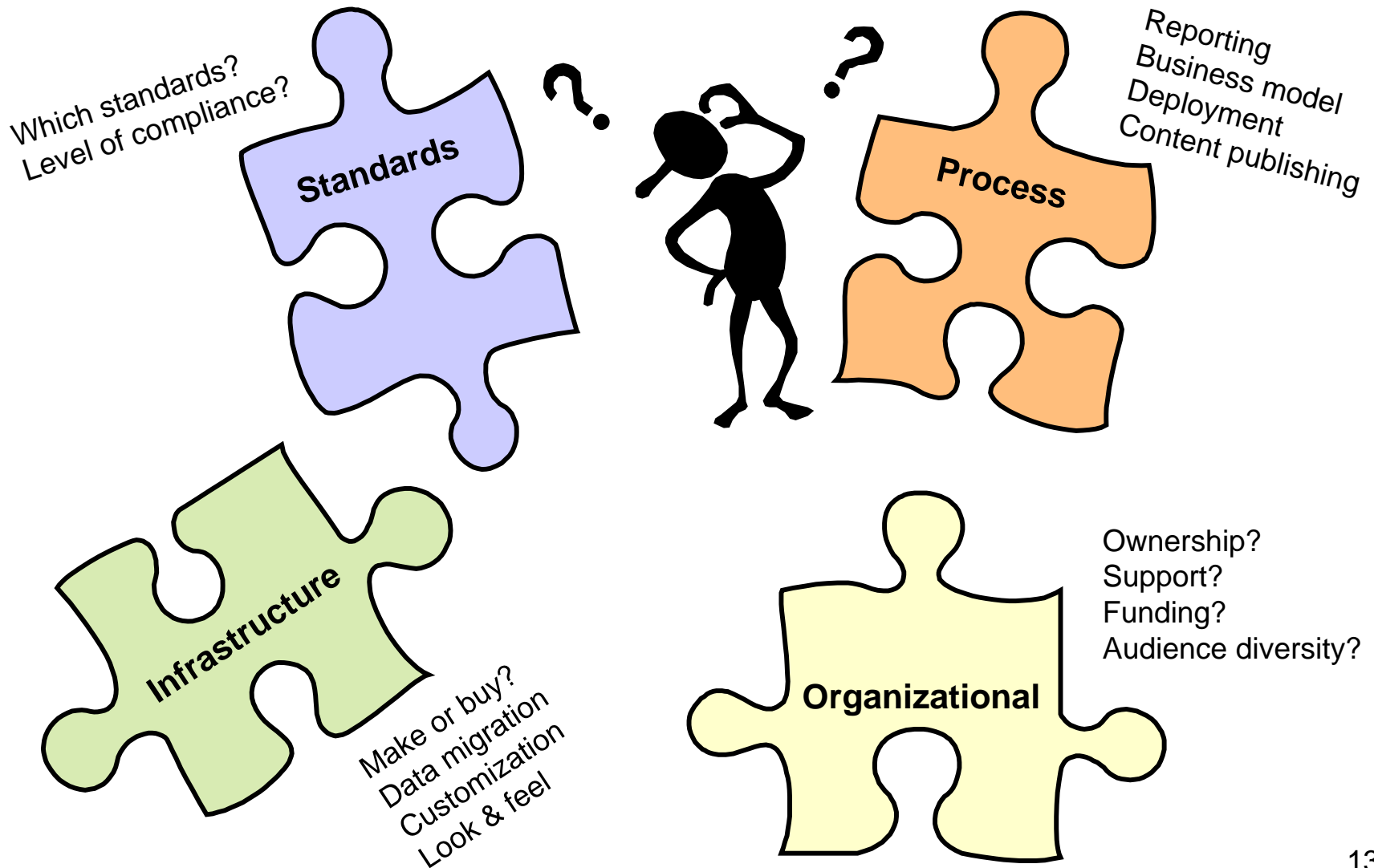
Provide a scalable support model

We worked with the most influential training organizations to get their adoption first

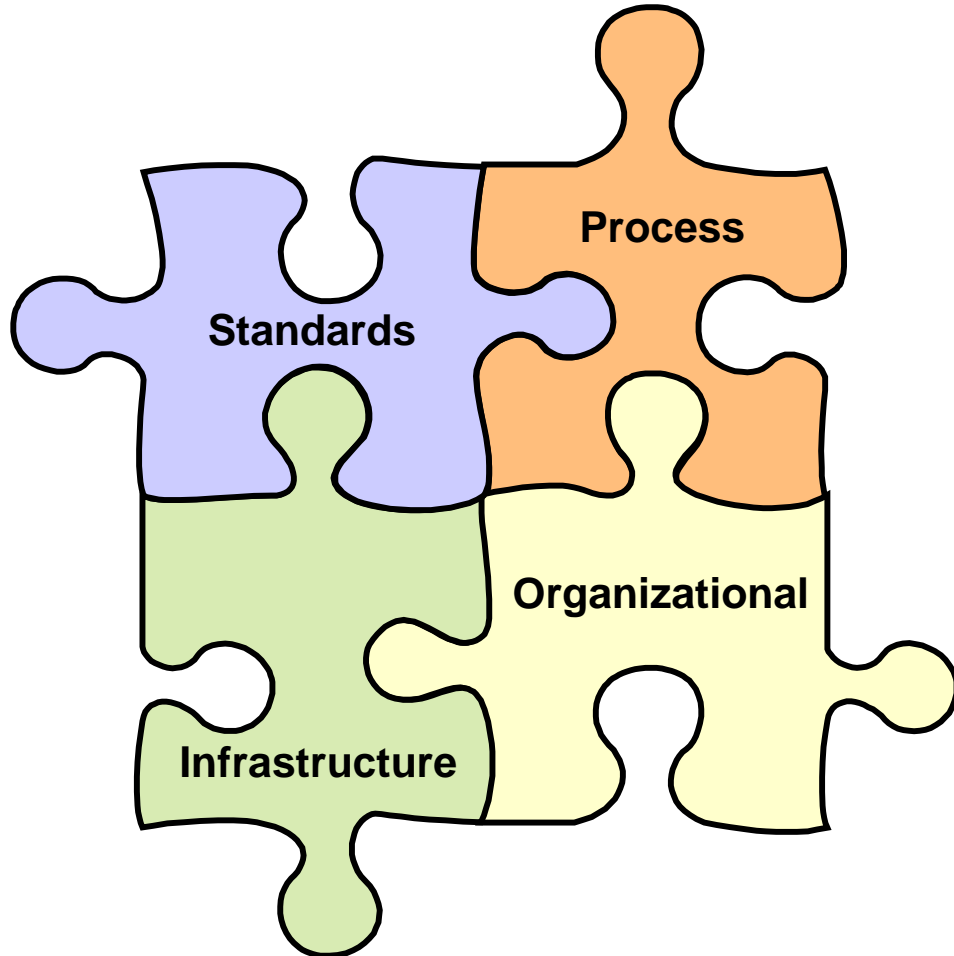
All aboard!!!



Consolidation meant having to address a variety of issues

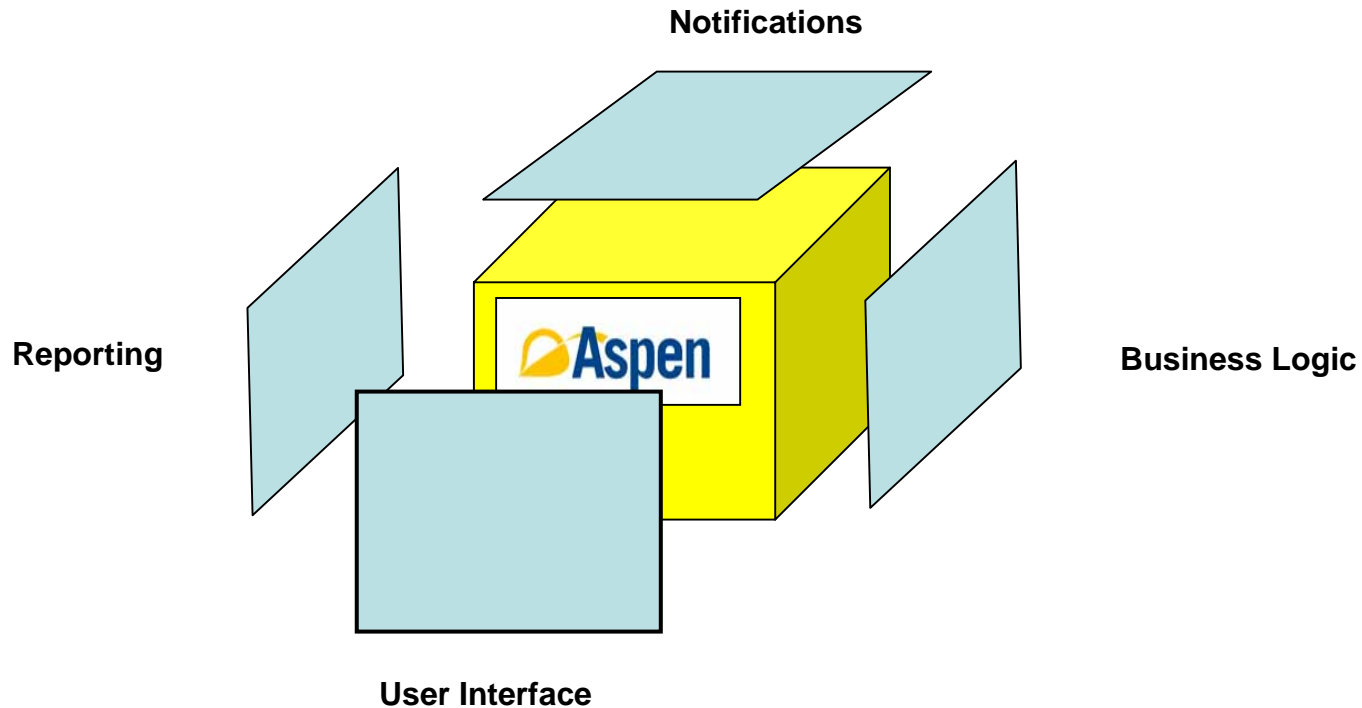


The evolving Aspen platform has proved to be the best way to help tackle these issues

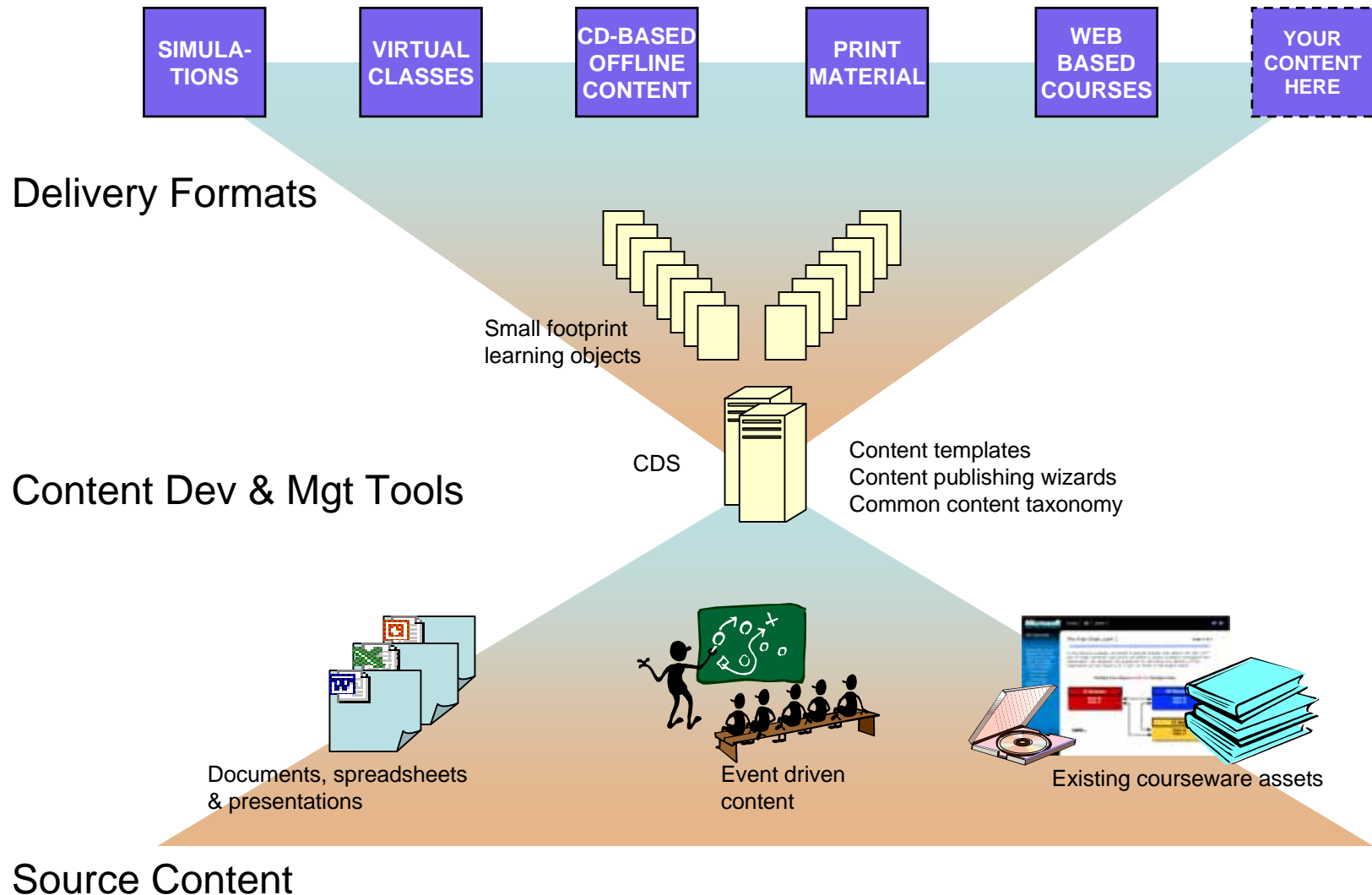


- Cost savings through a single learning infrastructure investment
- Diverse geographies, departments and organizations can retain their identity within the site
- Consistent service offerings across the enterprise – e.g. learning catalog, reporting & metrics, registration, skill assessment
- Faster deployment of new learning content and services
- Consistent, integrated reporting
- Greater visibility to the skills base of Microsoft's workforce & partner base

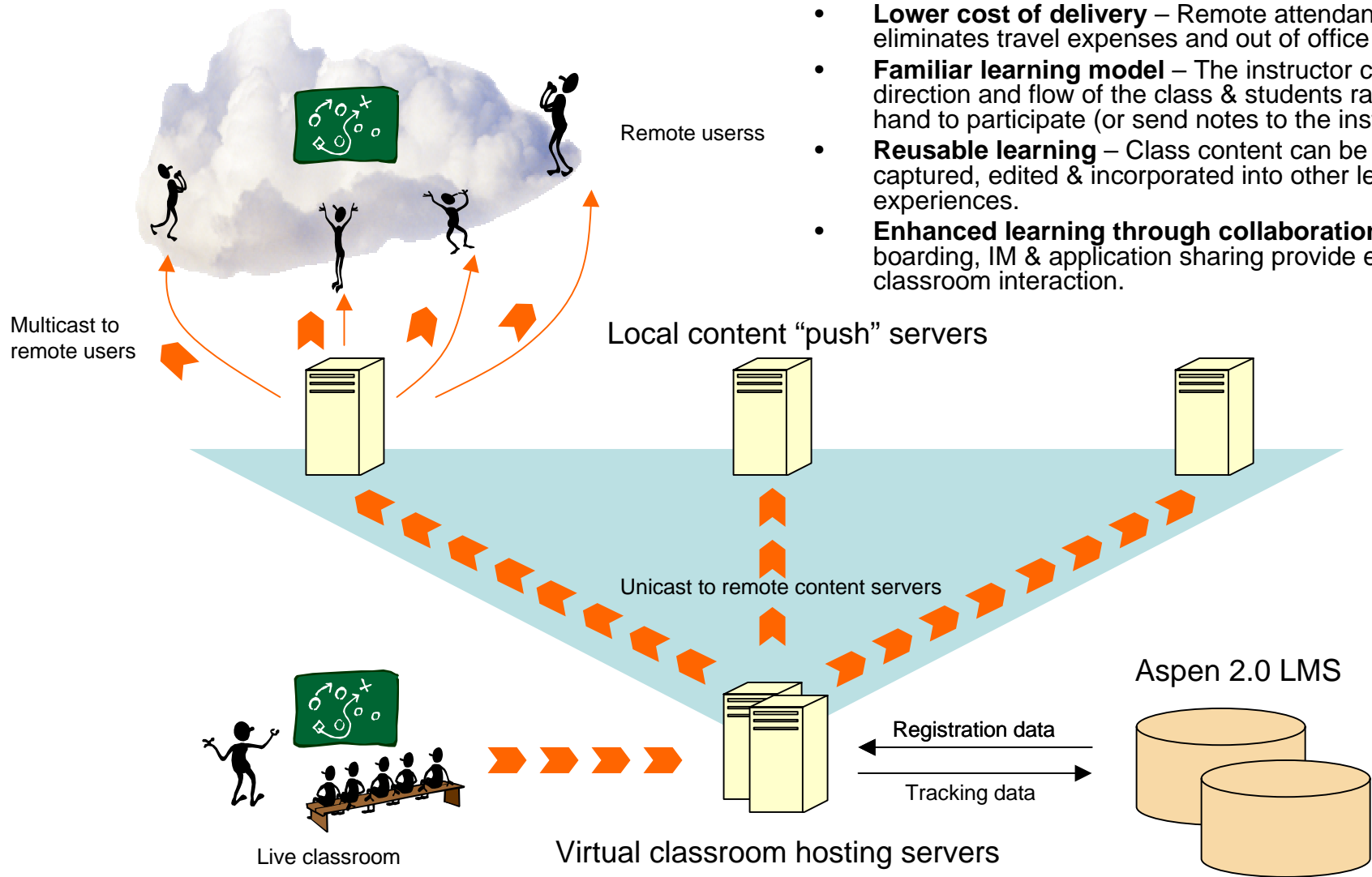
The Aspen LMS provided an open architecture with a high degree of functional integration flexibility & customizability



Aspen CDS facilitates a common approach to the creation, management & reuse of training content for employees, partners & customers

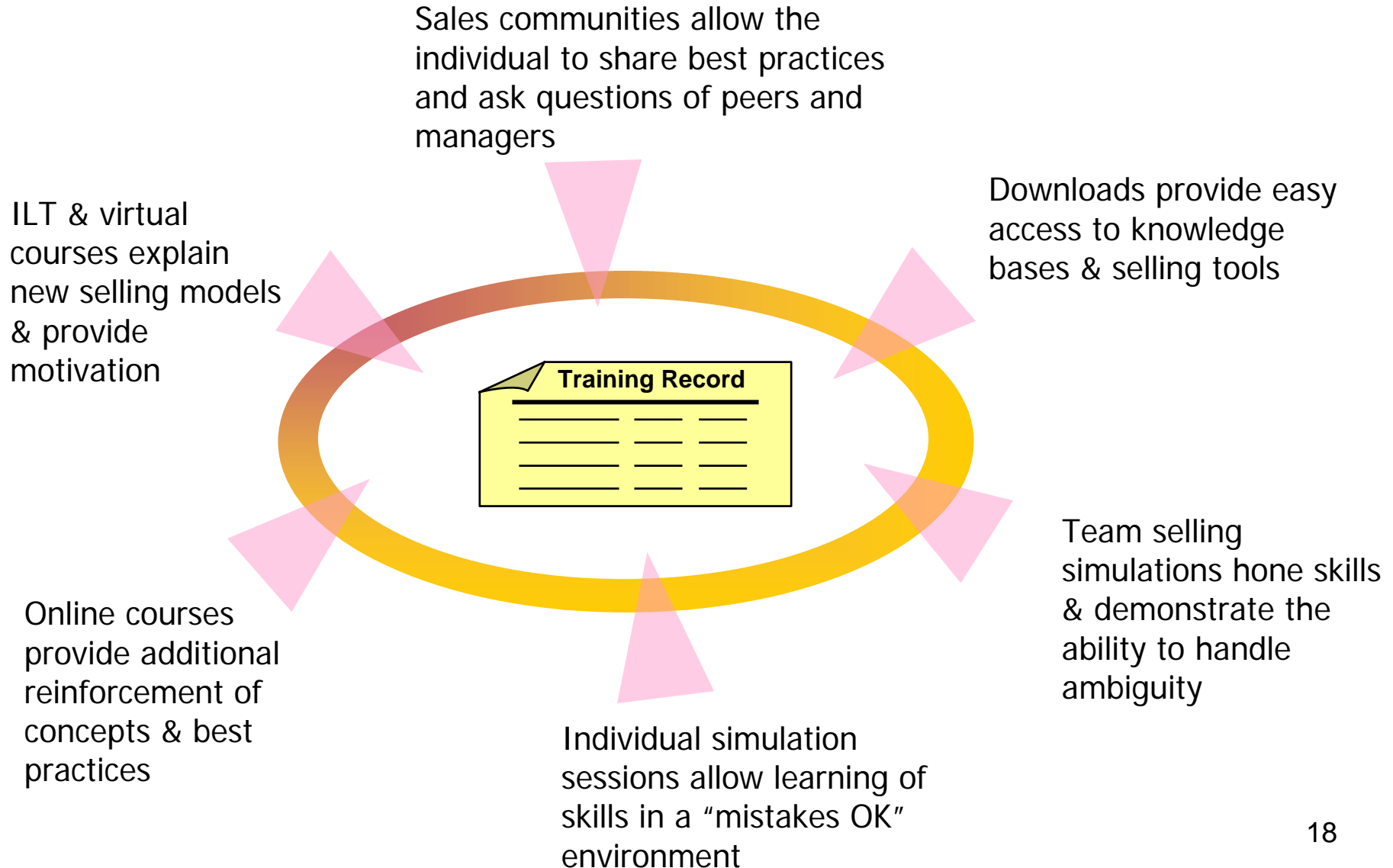


Aspen virtual classroom integration significantly expands the reach of our classroom training

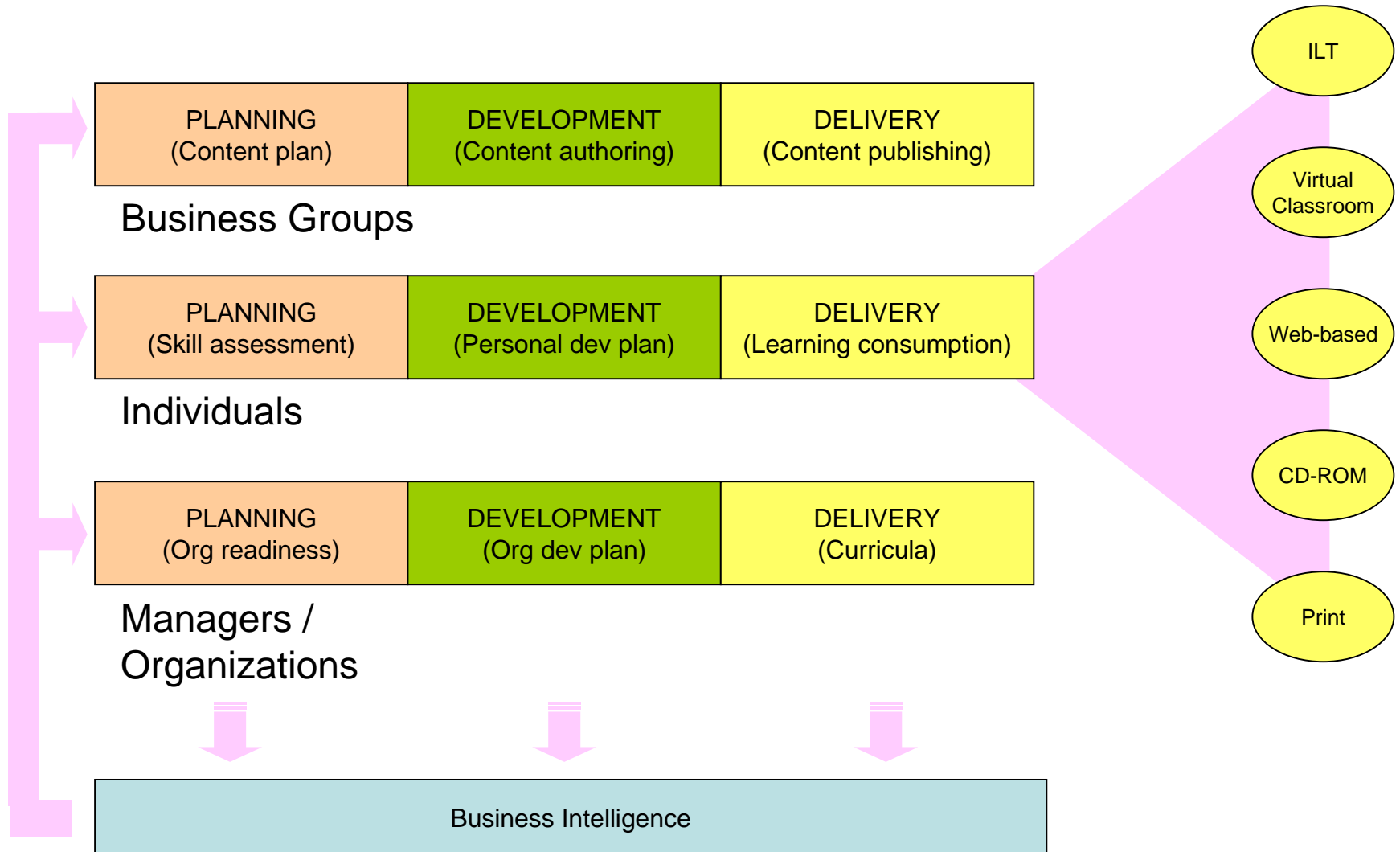


- **Lower cost of delivery** – Remote attendance eliminates travel expenses and out of office downtime.
- **Familiar learning model** – The instructor controls the direction and flow of the class & students raise their hand to participate (or send notes to the instructor).
- **Reusable learning** – Class content can be digitally captured, edited & incorporated into other learning experiences.
- **Enhanced learning through collaboration** – Whiteboarding, IM & application sharing provide enhanced classroom interaction.

How a consolidated infrastructure enhances readiness through “surround learning”

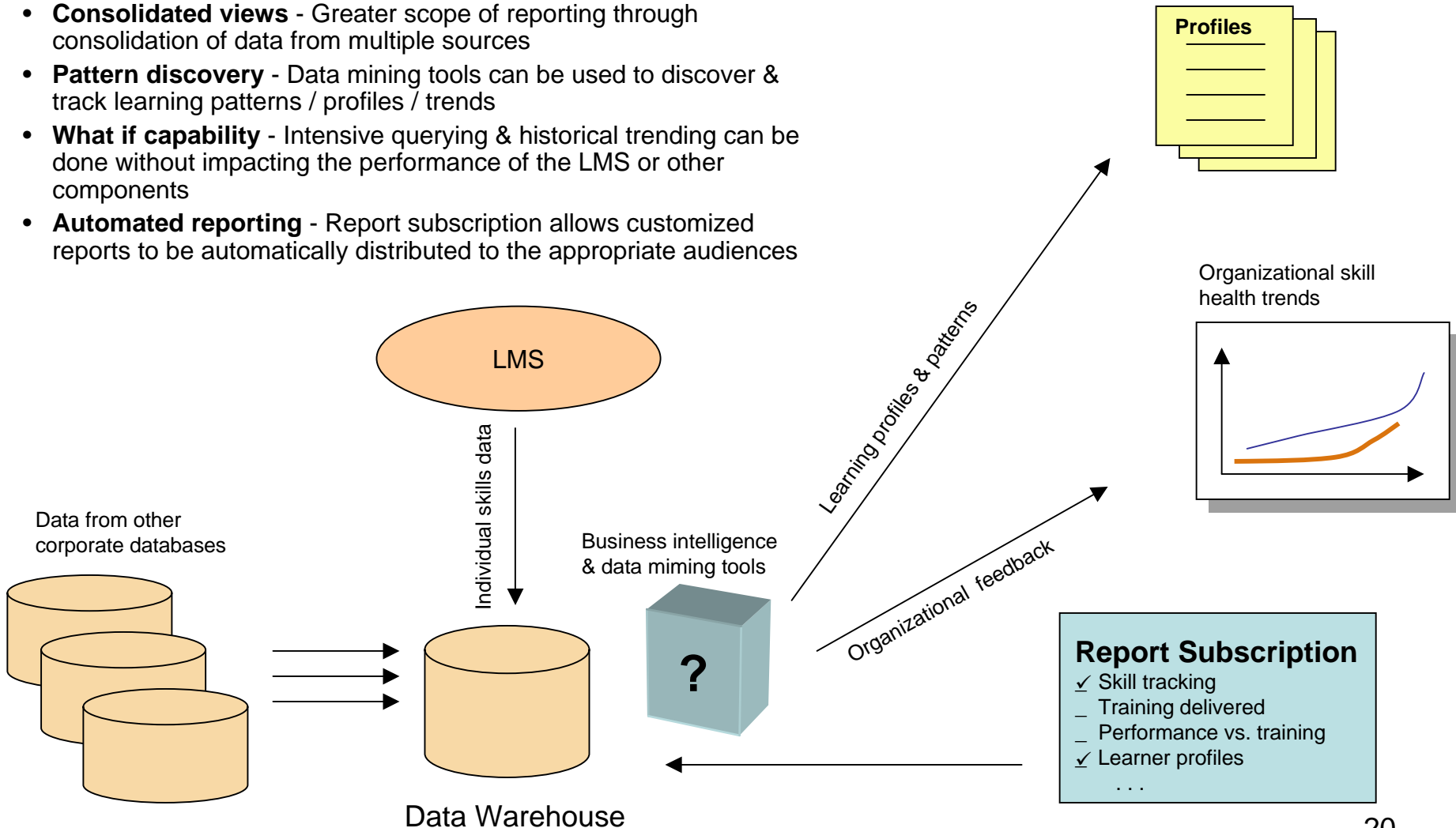


The roadmap for our corporate learning infrastructure



A business intelligence capability allows training & performance data to be integrated & correlated

- **Consolidated views** - Greater scope of reporting through consolidation of data from multiple sources
- **Pattern discovery** - Data mining tools can be used to discover & track learning patterns / profiles / trends
- **What if capability** - Intensive querying & historical trending can be done without impacting the performance of the LMS or other components
- **Automated reporting** - Report subscription allows customized reports to be automatically distributed to the appropriate audiences

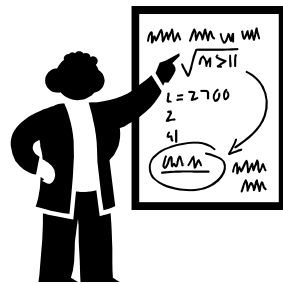


Performance tuning is old news . . . But its future is predictable

Performance Results

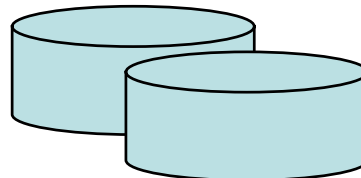
People Readiness

Training & Other Interventions



A quantitative framework that reliably relates changes in readiness factors to changes in performance results

A corporate interventions “blue book” to help set the balance between execution & preparation



Q & A

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