A4 | Data-driven learning – using data insights to design learning and measure its effectiveness

Chaired by:
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Director of Professional Development
CIPD
Learning analytics:

Data-driven learning – using data insights to design learning and measure its effectiveness

Catherine Pinchen
Global Head of Learning Analytics
PwC
Data driven learning requires us to...

Gather and analyse data generated as part of learning activities.

Create **valuable** insights from the data, and **take action** on those insights.
Why does data and analytics matter?

We have a crucial role in asking and answering critical business questions.

In order to connect with other data sets, we firstly have to understand and evolve our own.

As our businesses become more data savvy, so must we.
I want to share our journey so that you can learn from our experience.

- **Building data (xAPI)** from new LXP and LMS (from Jan 2018) - and next elearns

- **Think tank** - to explore wider business questions

- **Lighting fires** - pushing boundaries with some of our critical programmes

**Implementation of LXP**

Time axis

Now
Our journey

Where we began

• Globally inconsistent platforms
• Limited LMS reporting
• A “tell me what to do” culture
• Traditional L&D processes

What we needed

• A coherent global platform
• Single place for all learning
• Globally agreed taxonomy
• Learners discover what they need through search
• Learning analytics
Our journey

How we got to now

• Learning analytics: “start small, then grow”
• Recognise a multi-year journey
• L&D / business buy-in
• Most people start with elearning analytics; we started with learner experience
• Set-up and implementation - complete June 2019
• Building deeper analysis skills
• Combining BAU and deeper investigations / insights
Value already being added
Engagement with our new LXP

Launch data
Search terms
Reporting on Informal and formal content
Modality
Device preference
Time people learn
Catalogue management including engagement with third party content

More effective “weeding”. Set clear targets

Improve and speed up feedback loop - unmet searches, gaps to curation

Enhanced vendor conversations

34% of total collection has been reviewed so far.

Of the assets reviewed only 11% have been retired.
Dynamic reporting showed sudden increase in activity in China

**Question**: What are they doing to share their success with others?

What role can we in the global team play in that sharing?
Engagement with digital upskilling - local programme level

- Overall engagement levels
- Heat maps of individual asset completions
  - by grade
  - by sub-business
- response to campaigns - timing of activity
- focus for future campaigns
Why does data and analytics matter?

We have a crucial role in asking and answering critical business questions.

In order to connect with other data sets, we firstly have to understand and evolve our own.

As our businesses become more data savvy, so must we.

What impact are our learning and comms having?

How do we ensure maximum L&D with minimal disruption to the business?

Are we reskilling quickly enough? How should we spend our budget?

What are our critical learning gaps?

What’s the most effective way to upskill our people?

Should we reskill or recruit?

What skills do L&D professionals of the future need?

Is our learning culture changing?
Any questions...
Data-Driven Learning

Using data insights to design learning and measure its effectiveness

MIKE COLLINS
How to trigger interest, influence and make high-level stakeholders believe in the power of analytics

- Leverage organisation and learner data to design user-led learning initiatives
- Measure the effectiveness of your digital learning and the transfer of knowledge
- Quantify the business impact of digital learning and learning tech
FORGET YOUR RETAIL RULES:
CUSTOMERS ARE NOW IN CHARGE
STORE  WEB  APP  OMNI-CHANNEL
THE COMPETITIVE LANDSCAPE

Amazon, Next, Topshop, Topman, Missguided, PrettyLittleThing, Boohoo, Girl Meets Dress.com
OUR CX PILLARS

INSPIRE

TRY

BUY

RECEIVE

RETURN

ASSIST

ENGAGE
FROM HR to PX
Evidence Based Practice
Digital Learning – Tools

Mobile First (Responsive design)
Video First (Scenario Based)
E-learning (Mandatory / Compliance / Technical)
Extended the classroom (Live Online Sessions)
Informed Design

“Agile is iterative. Design is iterative. Why couldn’t they work together?”
- Jeff Gothelf
Tracking Activity – Insight

User Data

- Number of users: 1,785
- New users: 992
- Sessions: 5,608
- Return rate: 31.4%
- Page views: 44,489

Content Data

- Page views: 44,489
- Unique page views: 27,321
- Average time per page: 0:01:02
- Bounce rate: 44.51%
- % exit: 12.61%

Device Data

- Device types: mobile, desktop, tablet
- Usage statistics for each device

Pathways

- User journey through different pages
- Conversion rates and touchpoints

This report was generated on 3/26/18 at 12:06:14 - refreshed Report
Tracking Performance – Insight

- Moodle Statements (Busiest Days)
- Moodle Statements (Last 7 days)
- Moodle Statements And Completions (Busiest Months)
- Profit Protection Video (Views by store) Last Two Months
- Critical Red Views (By Store) Last Two Months
- E-Receipt Video (Views Per Store) Last 2 Months
Tracking Performance – Metrics

That’s the weight of 4 of these

PUSH THE BUTTON

Now, they are completely ignoring me!

Yeah, that’s like if I can get the time off!

****Cheering****
### Tracking Performance – Results

#### Pre-Campaign (Feb 19)

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<th>Highest</th>
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#### Post-Campaign (May 19)

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**Across 284 stores average e-receipts have gone from just 4% to 29% against a 2019 Q2 target of 30%**

**Customer feedback via email also jumped from average of 377 a week to over 1100**
Understanding our people

Latest Survey
I believe I have everything I need to do my job to the best of my ability

6.8

118 in last 30 days
+118 vs previous 30 days
Understanding our people

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### How Analytics helped Device Modernisation priorities

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<tr>
<th>Device Category</th>
<th>Browser</th>
<th>Acquisition</th>
<th>Behaviour</th>
<th>Conversions</th>
<th>Goal 3: Search</th>
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<tbody>
<tr>
<td></td>
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<td>Users</td>
<td>New Users</td>
<td>Sessions</td>
<td>Bounce Rate</td>
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<tr>
<td>mobile</td>
<td>Safari</td>
<td>1,857 (31.37%)</td>
<td>1,859 (31.47%)</td>
<td>4,426 (13.40%)</td>
<td>40.87%</td>
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<tr>
<td>desktop</td>
<td>Chrome</td>
<td>1,480 (25.00%)</td>
<td>1,480 (25.00%)</td>
<td>6,654 (20.15%)</td>
<td>21.67%</td>
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<tr>
<td>desktop</td>
<td>Internet Explorer</td>
<td>662 (11.18%)</td>
<td>660 (11.17%)</td>
<td>11,937 (36.15%)</td>
<td>73.03%</td>
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<tr>
<td>mobile</td>
<td>Firefox</td>
<td>442 (7.47%)</td>
<td>442 (7.48%)</td>
<td>2,111 (6.39%)</td>
<td>18.24%</td>
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<tr>
<td>mobile</td>
<td>Chrome</td>
<td>279 (4.71%)</td>
<td>278 (4.71%)</td>
<td>997 (3.02%)</td>
<td>38.72%</td>
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<tr>
<td>desktop</td>
<td>Edge</td>
<td>274 (4.63%)</td>
<td>272 (4.60%)</td>
<td>877 (2.66%)</td>
<td>20.07%</td>
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<td>desktop</td>
<td>Safari</td>
<td>246 (4.16%)</td>
<td>246 (4.16%)</td>
<td>809 (2.45%)</td>
<td>18.17%</td>
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<td>mobile</td>
<td>Android Browser</td>
<td>125 (2.11%)</td>
<td>125 (2.12%)</td>
<td>785 (2.38%)</td>
<td>32.61%</td>
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<td>tablet</td>
<td>Safari</td>
<td>125 (2.11%)</td>
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<td>294 (0.89%)</td>
<td>35.71%</td>
</tr>
<tr>
<td>desktop</td>
<td>Firefox</td>
<td>118 (1.99%)</td>
<td>118 (2.00%)</td>
<td>472 (1.43%)</td>
<td>30.51%</td>
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THE COMPETITIVE LANDSCAPE

NETFLIX

Spotify

Google

YouTube

amazon alexa
We always talk about the benefits of undergoing Towards Maturity’s Learning Health Check and using statistics to emphasise the effects of benchmarking, but what does its real impact look like on a business? We interviewed Nebel Crowhurst, Head of People Experience at River Island, to find out what role the Towards Maturity Health Check played in helping her develop her organisation into one that facilitates a high-performing learning culture.

When you joined River Island, what did the L&D function look like?

When I joined River Island in 2015, I was tasked with defining the people development strategy, which was a great opportunity as it bought a completely new focus to the people agenda in the business. That said, it was also a massive challenge as many people within the business had
7 Top Tips

1. Find out the business metrics that matter and understand your impact on them

2. Seek out those using data elsewhere & explore tools and technologies

3. Truly understand where your customer pain points are

4. Use data insight and end users in the design process to ensure right solution

5. Build user cases and create minimal viable product (feedback loop)

6. Link performance metrics to ‘vanity’ stats NOT in isolation

7. Campaigns, strong comms and line manager support are key
MORE INSIGHT = VALUE
THANK YOU

RIVER ISLAND