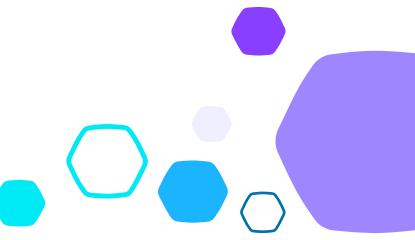




Anytime, Anywhere:The Future of Frontline Training

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Training is failing the frontline.

In an era of constant optimization, where technology is ever-evolving to better suit our needs and desires as consumers - personally and professionally - training, particularly in the context of the frontline workforce, uniquely lags behind.

When we think of the workforce, and of an employee within it, our thought is cast to the individual in the office, who commutes, consistently works from a single location, and partakes in conversation with colleagues around the watercooler. This is the employee, in our collective imagination. But this image is only reality for 20%.

You may have heard the oft cited figure of 80% of, or 2.7 billion, workers being 'deskless'. Their day-to-day couldn't be more different. It involves operating power drills on construction sites, tending to patients in ERs, waiting tables, checking you into your room, cleaning that room afterwards. They are driving you from point A to B, bringing you your deliveries.

Where technology has even come to anticipate needs - we are being provided solutions for things we didn't yet know were a problem - the inverse is true for the frontline. Their need is **critical** but so far, as we see it, uncatered to

The collective oversight in thought around the largest portion of the workforce reflects the technological oversight - an absence in adequate solutions built to empower them with the knowledge required to carry out their job to the best of their ability.

How did we get here, and what is the way forward?



The problem

Where in the first half of the 20th century, training was largely informal and in-person, in the second half, formalized, digitized modes began emerging, culminating in the birth of eLearning at the turn of the century.

In the last 4 decades, there has been clear evolution and marked change in how information is relayed from employer to employee. It's not necessarily that this segment of workers has *never* been considered. There's been a movement towards a better way - mobiles, mobile applications within them.

It's that this movement hasn't been enough.

As frontline workers' needs have not yet been of sole and central concern, we find ourselves in the present moment where nothing exists that quite serves them *wholly*, or meets them on the explicit terms they need to be met, given their entirely unique mode of operation.

The training dilemma facing this demographic is two pronged - affecting both those involved in authoring, administering and analyzing training material, and the would-be learners. The inadequacies are also "360" in nature - they impact all parts of the process, and all persons involved.

We see these inadequacies, and how they influence one another, as follows.



1980s & 90s

cD-ROM based training where programs installed to PCs provide instruction to emplyoees, reign supreme.

1998-2007

eLearning

the latest iteration of computer-based training that leverages HTML, Flash and the internet is born.

The LMS market booms.





2008-2015

The global growth in internet access gives rise to community-based learning and Massive Open Online Courses (MOOCs).

2016-2022

Learning apps emerge. Users can download apps on their smartphones to access training content.



Barriers to access

Let's first address the challenges to effective training faced by the frontline worker. Number one is the ability to access training in a way that is free from frustration. 60% are currently dissatisfied with the technology they're provided to do their work¹ - little surprise when 83% are given desktop devices, despite limited desktop access.

Currently, training access methods are riddled with friction. Training doesn't meet workers where they are, in a place that takes into account their existing workflow (what tools do they already use, at what moments do they access them?).

To access training, they must go out of their way - exert themselves unnecessarily. Unnecessary exertion could be having to travel to the location of an in-person training site, or having to hunt for information in a printed, 40 page training manual.



Or, it could be technological - where 'digital friction' causes technology to overwhelm in a manner that jeopardizes productivity, and hinders rather than helps. When employees are faced with a digital barrier, e.g. password entry or app download, productivity plummets by up to **40%**² as **31%**³ say they are taken out of the flow of work.

In the face of digital friction, the majority give up. **92%** will exit log-in when they have forgotten a password, instead of bothering to commit time to the tiresome journey of password retrieval.⁴

Whatever the exact cause of the friction, it takes an estimated 23 minutes and 15 seconds⁵ for them to re-immerse themselves in the task at hand. This is extremely disruptive - we must strive for better.

The accessibility issue is not just about better considering our delivery points - making sure training is meeting them where they already are - but about reducing the **number of steps** taken to reach training.

66

The truth is we've passed our limits, and the technology we use to perform our jobs needs to be simplified.

Technostress is also caused by using outdated enterprise-grade platforms that frustrate employees. Whether it's using too many tools or just plain old clunky software, organizations can offer a better employee experience.

KIM KEARNS

High perceived task difficulty is a great demotivator - if someone believes something will take a lot of effort, they are far less likely to take action. They have a low expectancy of 'success' in the task they're faced with, which dictates the level of effort they put into it.

This is no different when it comes to training and frontline work. If your training is perceived as difficult to get to, with workers anticipating multiple obstacles to overcome and hoops to jump through to simply reach it, they won't try to.





Let's say you are able to successfully get training to workers frictionlessly and in the flow of work. Another challenge immediately follows - relevance.

Just as workers' expectations in terms of ease of access have evolved in line with the consumergrade technology they consume, their engagement with platforms with intelligent algorithms that know them, and show them what they want to see, have built a baseline expectation of personalization that extends to all spheres of life - including the professional.

41% of information provided to employees is irrelevant to their specific role.⁷ Resultantly, **2.5 hours a day** on average is spent searching for information.

How can we expect workers to be engaged by material that does not pertain to their present need, that does not address a specific knowledge gap, or to dedicate time to finding the right information when we have failed them with contextual relevance? 66

Learning in the flow of work is a new idea: it recognizes that for learning to really happen, it must fit around and align itself to working days and working lives. Rather than think of corporate learning as a destination, it's now becoming something that comes to us. Through good design thinking and cutting-edge technology, we can build solutions and experiences that make learning almost invisible in our jobs.8

JOSH BERSIN

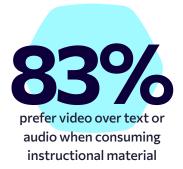


Imagine the following two scenarios. In one, it's a workers' first day. They receive training on customer service best practices. On the same day they receive information on DE&I, orientation, and how to use the POS system, all of which compete for real estate in their mind. They can't consolidate it - no opportunity occurs to put training into practice in a customer interaction.

In the second, the worker opens up your workforce management tool, which they're, by this point, already familiar with. After they clock into their first shift, an in-app notification appears. Clicking it takes them to a 2 minute, highly visual refresher on three steps to follow when greeting customers, ahead of their shop floor debut. The content features a colleague they met the day before.

The training we receive should be relevant to the job we do. Timing and relevance (and within it - level of personalization) are everything. In serving up one size fits all content, your audience is already half tuned out. What can be done to earn their attention?







An unengaging user experience

Equally as important as personalization is the way the information is packaged. Is it interesting? Does it not just pique interest, but retain attention for the length of time it needs to?

What even constitutes "engaging"? It's important to ask as the benchmark is evershifting. Once video (of any length) was novel enough to command viewers' attention. Today, cutting through the noise means pulling multiple levers - not just easy to access, not just relevant to me, but also - concise, and engagingly presented.



Employees use social media and search in their spare time to satisfy their curiosity, right when they need it. It should be exactly the same at work. We must create corporate learning experiences to match consumer-grade experiences. This is our vision: to create a learning-in-the-flow-of-work ecosystem and become a learning organization, whose workforce is upskilled in real time.

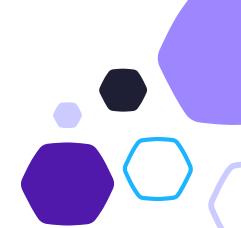
ELISABETTA GALLI

Global Head of Knowledge,
Development & Talent Management,
Banco Santander

Preference for video-based content is well documented - **83%** prefer video over text or audio when consuming instructional material¹⁰ - but not all video is created equal.

67% admit to not giving training videos their undivided attention. Instead they skip through, watch without sound, on increased speed, or multi-task while the video plays. Only **28%** report 'always' paying attention¹¹.

Growing impatience and social-media driven affinity for the short-form means the quicker a message is conveyed, the more to the point it is, the better.





What if TikTok was used for corporate training? We could all use TikToks to create easy to understand "how do I..." videos that would work better than ever...It is essentially a nano-learning platform and has a content development and content management platform included.¹²

JOSH BERSIN

Engaging should also be synonymous with **active.** Where passive learning requires nothing but the learner to read or listen, active learning *involves and invests* them in the process by giving them a stake in the outcome. It demands focus because it asks something of them - it requires their input.

This causes a series of mental processes to fire off concurrently - to progress, learners must digest, reflect, analyze, examine, critique and call on their knowledge base, exercise choice, and apply knowledge gained, all in a single moment.

So - making learners pay attention on one level means making use of content formats they like (like video), but it's as much about brevity and level of interactivity. Peak engagement lives at the intersection of these strands.

The ability of people to remember the knowledge you're presenting them with, and their feeling towards it (the more warmly they feel, the more likely they are to want to engage again of their own volition) hangs in the balance.



Undemocratized content creation

Now we turn to problems facing the implementer and day-to-day administrator(s).

Say you've invested in a groundbreaking training tool that is at the apex of personalization, engagement and seamlessness. It doesn't matter that you have if it's not easy for your team to administer, edit or otherwise manage the logistics of content creation and dissemination.

The ability for anyone to author, publish, revise content in order to provide a regular cadence of material is paramount to a successful training initiative - "producibility" (and subsequently - scalability) can't be understated.

It's easy to be swept up in a whirlwind of features. But - is this going to be usable day-to-day, possible to uphold without causing great challenges internally? The glamor of the front end experience bears importance, but not at the expense of the practicalities of creation. Both, in tandem, need to be optimized to achieve sustained success and produce results.

How long will it take to create training in this tool? Is it built in a way to support quick production, by anyone? Do individuals who'll be using it need to set much time aside to learn how to use it? How easy is the editing and readministration process?

Aside from being able to regularly churn out new content to upskill your frontline, for knowledge to have a chance to be retained in the long run, it needs to be repeated. Each time you send your workforce something to complete, they'll have a reaction. To optimize training, you need to tweak existing material in line with trends you see. To be effective, this tweaking, revision and redistribution needs to be as easy as creation in the first instance.

Production velocity (or lack of) can turn into a huge bottleneck - it's falling at the first hurdle, before your content even has legs to be able to reach and dazzle anyone.

As much as **30%** of enterprise software goes unused for this reason.¹³





Finally we come to the important but often underinvested in activity that should bookend the training delivery process - analysis.

Most training platforms possess in-platform analytics, how detailed this is will vary from platform to platform.

Likely, your tools won't show you quite what you want to see, quite in the way you need to see it. In a world where companies are on average using 130 softwares simultaneously¹⁴, all with independently housed but related sets of data, this is hardly surprising.

Is data easy to access in-platform? Is what you see meaningful? Can you easily get it to speak to other systems to make sense of it? Or is the following experience more familiar - when you go in search of data, you feel overwhelmed and soon defeated. You aren't shown what is most important upfront, and daunted by the prospect of having to export, combine, tidy different data sets and create visualizations of them, to make sense of anything, and to make it make sense to anyone else beyond yourself.



This leads to a situation where more often than not, training data is not dug into, reviewed regularly, or outright ignored, because it's not 'intelligent'. By which we mean - workable for you. It's siloed, it doesn't exist where you need it to. The result? It's not accessed. And without data, you're working in the dark.

A key component of crafting a best-in-class training experience that delivers the contextual relevance we outline above, is being able to be informed by patterns you're seeing in content - training's uptake, reception, results.

This insight is (or should be) the driving force behind onward decisions about what to remove, rearrange, reword, or add, to your existing content to improve it, and in turn, improve your workforce's consumption of it.

This is key not just for training quality and workforce performance purposes, or to see where additional support is required, but for internal use. For calculating ROI, and proving the value of what you're doing to those whose job it might be to question.



The solution

It was in this wider context that eduMe came to life, to offer a new way.

A solution purpose built for your frontline - a new standard, powering - and empowering - workers to be as effective as possible, carefully constructed around serving their unique way of work.

We are achieving this in five key ways.



- 2 Relevance made easy
- **3** Content that commands attention
- 4 Everyone's a creator
- 5 Intelligent insights, workable data

Seamlessness for all

Where previously employees have traveled to training - whether this was physical travel, or traveling in the sense that they needed to put excessive effort into pursuing training and embark on an unnecessarily meandering, multi-stepped, digital journey - we've built an experience that is the antithesis of this. Training that travels to the frontline.

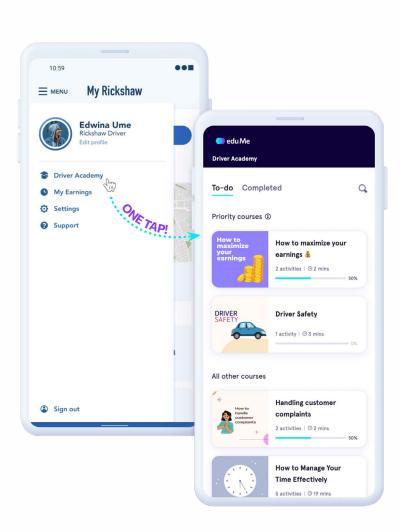
For information to be successfully accessed for a group who occupy no single location, and between days could be physically anywhere, we understood that to sufficiently reduce barriers to learning, it needed to meet them where they were in a given moment.

The time invested into crafting and refining content is made worthwhile. Individuals are able to reach what you've created - you overcome the first vital step.

How are we eliminating friction and enabling seamlessness?

In two ways - by ensuring training appears in a location that is optimal (refining the entry point), and is only ever one tap away (refining entry process), so as to provide an experience that is not with reduced friction, but free of friction entirely.

eduMe embeds directly into existing systems and processes, so that it appears only exactly where you need it to - in a location that prioritizes your workers' existing interactions with technology and makes most sense for your business' way of doing things. Once surfaced, learners tap and are dropped straight into content.

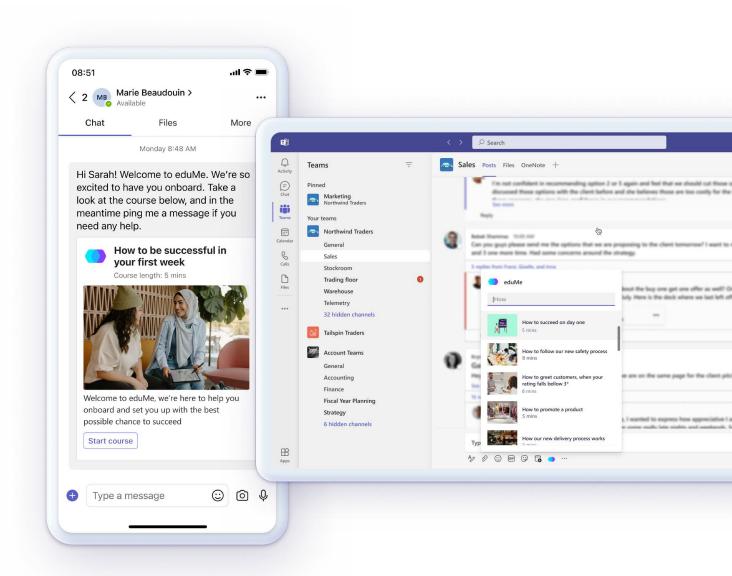


These two mechanisms work synergistically to achieve ultimate ease, maximal learner engagement and minimal 'flow of work' interference.

One entry point example is to bring training into your company's own app as a permanent resource, a hub of content, or a widget, for learner's to consult at their will, that is fully customized and on-brand. Results customers see from use of this delivery surface include a **300% increase** in engagement.

If you are without an app, or want to make existing technological investments go further, eduMe can slot into third party tools. Common choices include recruitment and onboarding, internal communications, and workforce management and scheduling tools, like **Microsoft Teams, Workday,** and others.

This form of 'embeddedness' has yielded clients a **3x increase** in completion rates.







Frontline workers deserve an excellent employee experience, but most shift workers are still having to learn on the fly and in really antiquated formats. This is not only stressful and frustrating to the worker, but also a missed opportunity for organizations to offer tools that relieve stress and build loyalty, ultimately increasing employee retention. We're really excited about eduMe's integration into Teams, because Frontline workers can learn in a format that is familiar to them, while staying in the flow of work on Microsoft Teams, where all their other productivity tools are housed.



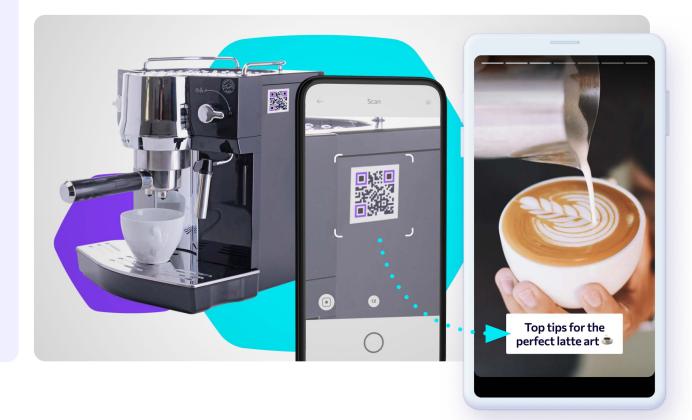
LIZ LEIGH-BOWLER

Modern Work Go-To-Market Director,

Microsoft

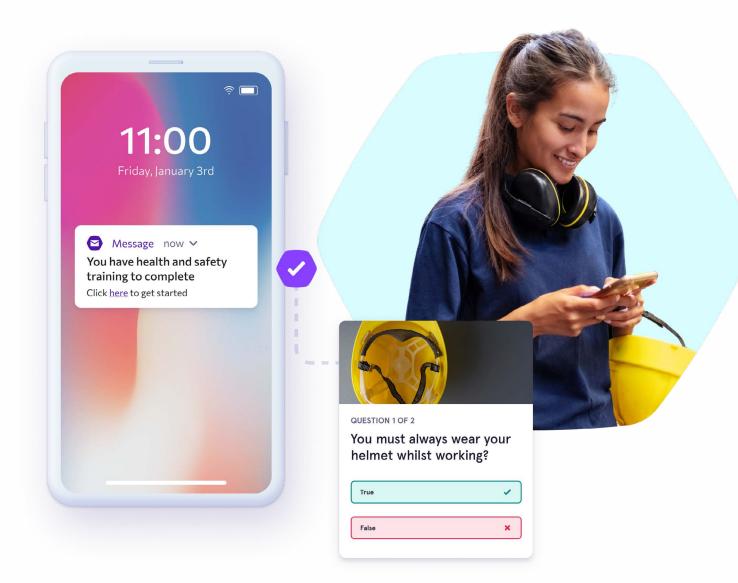
And if you have neither app nor third party tool, you can still distribute eduMe training via channels like SMS, email, or physically, through strategically placed QR codes.

Physical QR code access, where QR codes are placed contextually in a learners' work environment to scan, see faster training completion, increased satisfaction with training and higher training completion rates.



Regardless of *where* you choose to surface the lesson, eduMe's pioneering <u>Seamless Link</u> technology simplifies the process of entry. Training accessible in no more than one step, that asks nothing more of a learner other than to click. It requires no additional downloads, no log-ins, no passwords to remember, enter or extra apps to have to flick between, *while* retaining full tracking functionality.

Clients who go seamless see a **98%** training engagement rate - **3x higher** than those using Single-Sign On. This shows you the power in making training barrier-free, and how dramatically including a single point of friction detriments the uptake of training.





Once you've made sure training is as easy to reach as possible, the battle for attention begins.

The first part of curbing the "why should I care?" objection from the learner is by serving up personalized content. They will care because what they're receiving means something to them - in it lies the key to helping them solve a present frustration. Or so it should.

Personalization on eduMe is training triggered at the point of need. Who should receive content? What content should they receive? What happens after the recipient and content piece has been identified?

At the moment, these are questions that the administrator of content (perhaps you, or a colleague) must contend with, and then find solutions to. Downloading and analyzing past data in order to derive insights that inform follow-up training. It's manual, time intensive, and involves a lot of piecing the puzzle together.

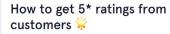
Relevance made easy is about bolstering engagement *and* improving manager efficiencies - getting the right training into the hands, at the right time, and achieving this in a way that's pain-free for those behind the scenes.

It's targeted, set up around triggers - users who match **A** and **B**, or **C**, are to receive **D**. Fill in the blanks.



USERS RECEIVE
NEGATIVE
CUSTOMER
FEEDBACK

SENT
'DELIVERING
5* CUSTOMER
SERVICE'



Customer service is very important for My Rickshaw App, and for you.

If your customers aren't happy, you'll get low ratings and won't be able to maximize earnings so

No stress! In this course we'll give you the tools you need to provide a great service &

(V)

SMS now ✓

reviews, every time

Received a poor rating? Click here to find out how to get 5*

Next →



YOUR BRAND HERE!

Clients, like <u>Uber</u>, have used relevance made easy to improve performance, productivity, ensure safety and build loyalty.

Improve performance: ratings slip below threshold → course triggered on improving ratings.

Result: 10% increase in customer ratings

Improve productivity: drivers activate on platform and don't complete first trip → refresher course sent.

Result: 9.3% increase in drivers taking a first trip

Ensure safety: to continue driving, Covid-19 safety training must be completed.

Result: >1.5 million globally upskilled on Covid-19 safety measures

Build loyalty: Uber Pro loyalty program launches → training on how to get the best out of 'Uber Pro' sent.

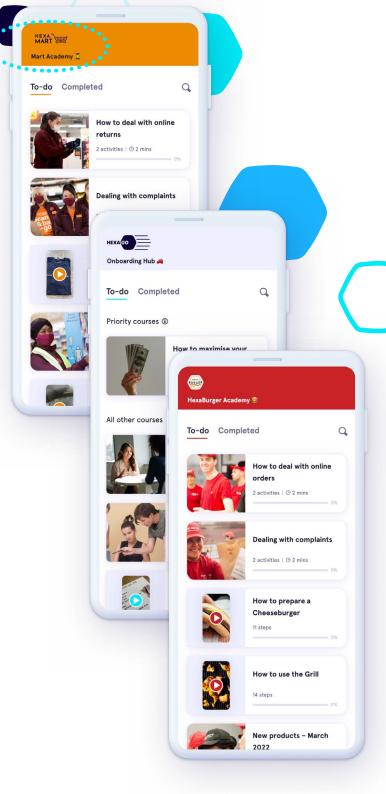
Result: knowledge driven to consolidate app preference

These communications were set up to activate automatically around performance-based, time-based or event-based triggers.

It's important to anticipate next moves in order to automate training as much and wherever possible, but not all communications must be 'pushed' - there too exists the opportunity to let learners come to training themselves, through a permanent embedded resource or 'Knowledge Hub'. Or, more than one - each in a different, optimized location, per topic. Onboarding Hubs, Health & Safety Hubs.

When learners come to associate a location with content - particularly if that content is useful and engaging - they'll return to it independently, repeatedly, turning learning into a habit.

Succeeding in the future of work hinges on business' ability to deliver learning pathways that are highly individualized - content that's generic may as well not be delivered at all.

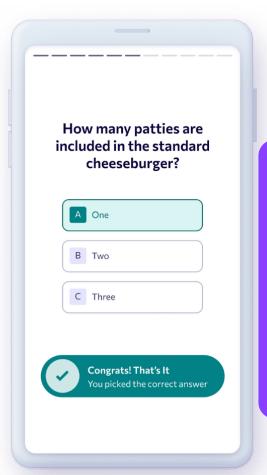


Content that commands attention

The battle for attention continues once the learner has deemed the content relevant enough to proceed. Though an essential first step, relevance in itself doesn't make training consumable from start to end.

There exist multiple onward opportunities for their attention to lapse, for them to judge it too lengthy, non-interactive, insufficiently stimulating. The risk of drop-off still looms large. The presentation and packaging must be appealing.











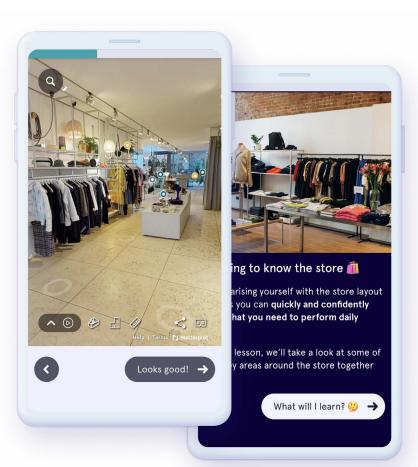
The format is so seamless and easy to use on mobile as a learning application. It's not only helping workers feel valued, enabling them in their role, but doing it in a way that feels intuitive to how as they live as consumers.



SARAH MILLER
Product Marketing Manager
Microsoft

We know video works as a learning format, but, it doesn't work indiscriminately. In Guides, we've honed in on the visual appeal of video, combined it with the interactivity of quizzes and reactions, and wrapped up in a familiar, highly visual, shortform, portrait mode, tap-to-progress, serotonin-releasing, package.

Guides on eduMe turn training into a consumer-grade experience that harnesses the power of the mechanisms on the apps we love, creating training that engages, excites and, resultantly, is interacted with autonomously. Making it no surprise that clients report a **98%** workforce satisfaction rate and completion rates **46%** above average with training delivered in this manner.







Businesses can no longer expect to succeed delivering generic, long-form training that doesn't meet workers where they are. If employees can consume training the way they want to - which eduMe provides with its new, energetic, TikTok for training-style lesson format - they're more likely to engage.



THERESA MICHELI
Senior Manager Store Operations,
Pet Supermarket

Third party content integrations offer further opportunity to engage and empower through enabling content that walks a learner through a pseudo-environment. For instance, allowing them to explore a physical location they may not yet have access to. The experience is learner controlled - it moves when and where they want it to, and allows them to familiarize themselves with the layout, areas of interest and the whereabouts of key items.

By upskilling themselves ahead of time, it puts them a step ahead, building confidence. They aren't showing up needing to be brought up to speed. They already know, and are simply having their knowledge reinforced and consolidated.

Or perhaps they work in a customer-facing role where diffusing tense situations is part and parcel of their day-to-day. Scenario Videos, a type of Scenario-based learning where learners are able to practice in a true-to-life situation ahead of time, operate in a similar way.

Learners walk themselves through a fictional scenario in a no risk setting, free to learn from mistakes without consequence. Choose wrong, they are returned to try again.





Scenario Videos have improved our ability to connect with our learners. They can watch "real-life" scenarios they encounter daily, which helps them relate to the training lessons. We have only scratched the surface by implementing this in our training.

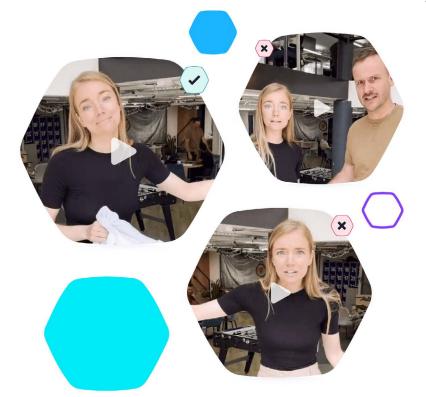


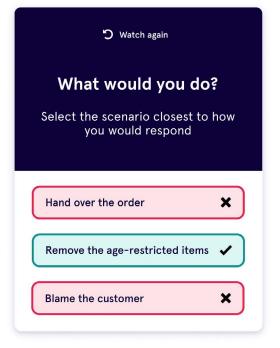
ADAM ZIPKO
Training Manager,
Flagger Force

This works because it puts the learner behind the wheel. Their participation is essential for forward momentum. By contrast, passive learning deprives the individual of input. It never puts the ball in the learners' court so that they are never pushed to analyze, reflect, call

on, nor are they given the opportunity to apply knowledge, and witness its applied outcome.

By *requiring* learner involvement, you turn them into an active agent in their own journey - reaping all the benefits of 'learning by doing', without anyone having to do.





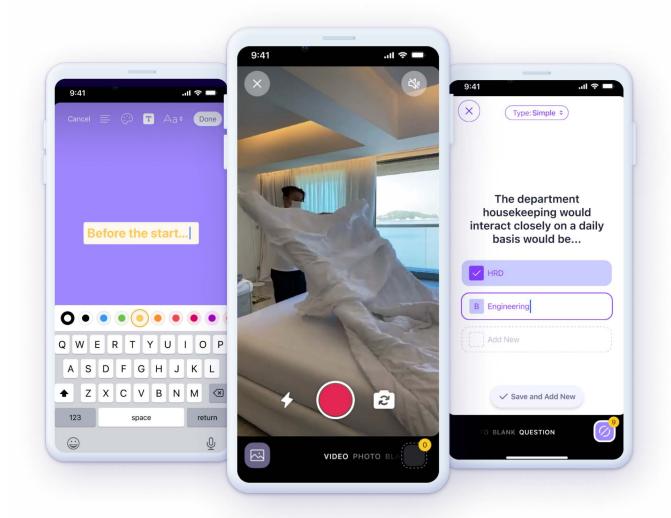


Where we've spoken about enabling seamlessness for the learner, Everyone's a creator is about seamlessness for the wouldbe author(s) of training.

Simplification and refinement of the creation process, to enable a situation where there is no 'ramp up' time, where anyone can jump into eduMe's creation suite and intuitively know what to do. Content creation that is democratized.

Templated flows, lessons, editing tools, ability to import, export, media libraries - all resources to empower quick creation at your fingertips, removing barriers to creation and enabling consistency.

A creation experience that is as familiar, friendly and consumer-grade to creators as its end product is to learners.







I introduced a colleague of mine (who has now left the business) to eduMe. Within an hour he had created a masterclass for one of our providers. That was the only interaction that he had with eduMe, and stated how he loved it and would be taking it to the next business.



ALEXANDER STASIW
Product Operations Manager,
FYLD

Customers choosing this path are tapping into the well documented power of peer to peer learning - **55%** turn to a peer first¹⁵ with a jobrelated query.

Peers have our trust, they know us on a level unlike general or regional managers - people who are one step removed, more distant, less familiar with the workings of our daily life.





Formalizing peer to peer learning, which is already happening organically, through usergenerated content, personalizes, humanizes and creates vital connections with training that incentivize adoption.

Recipients are inspired and driven to engage through this feeling of connection alone. It gives them a further reason to be invested, and to consume content start to end. Learning is social, and this is the crystallization of social learning in digital form.

And who knows better, about knowledge gaps and day-to-day areas of issue, but those on the ground? They are often living an experience that's out of reach to you. Give voice to it.



eduMe Guides are entertaining, quick and easy to digest. The best way to build Guides is having our own employees do so with guidance from us. When you get people involved in building the culture around them and let them know their voice is heard they'll stay.



THERESA MICHELI
Senior Manager Store Operations,
Pet Supermarket

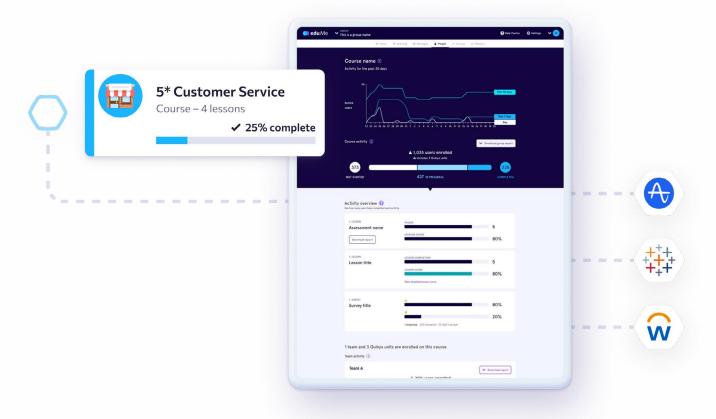
Everyone's a creator is both about smoothing and optimizing creation processes, and empowering your frontline with a voice by personalizing their training experience to the ultimate degree - letting them dictate it.

Intelligent insights, workable data

Data that flows illuminates the path so that you're no longer operating in the dark. Data is accessible, exists in the right places and is malleable to your needs - whether that's proving the value of training or making training more impactful. Data that empowers rather than blocks processes.

Actions of significance are tracked and can be extracted into other systems or ingested into eduMe, so that key information is accessible in the system of record it needs to be. For example, confirmation of compliance training completion in your HCM tool.

Data that flows is integral to improving personalization, timeliness of training, enabling automation and continuous learning. For instance, data on an incident is reported in one tool, which triggers assignment of safety training in eduMe.







Through eduMe, our leadership team can access robust, real-time analytics to better understand our workforce's comprehension of different topics and areas of opportunity.



LUKE LAZAR
Vice President of Risk & Safety,
Flagger Force

This not only makes it learner-relevant but makes processes less manual, and unnecessarily laborious for you.

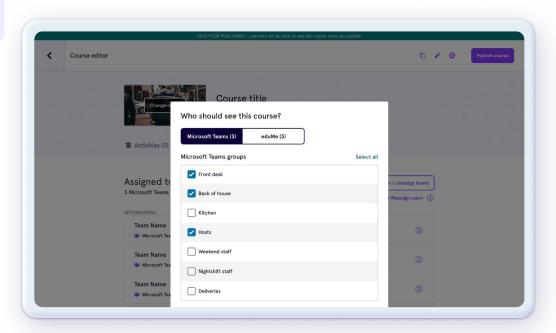
These are things that largely occur on the backend, out of view to the learner, enabling you to quietly improve their experience.

The 'louder' impact of having data flow is being able to directly use data to inform and optimize future content, and in turn - workforce performance. Armed with data, your next step in terms of content is better informed, to their benefit.

Why are we losing so many people at this point in a course? Why are pass rates for an Assessment so low? Is it a widespread or individual issue?

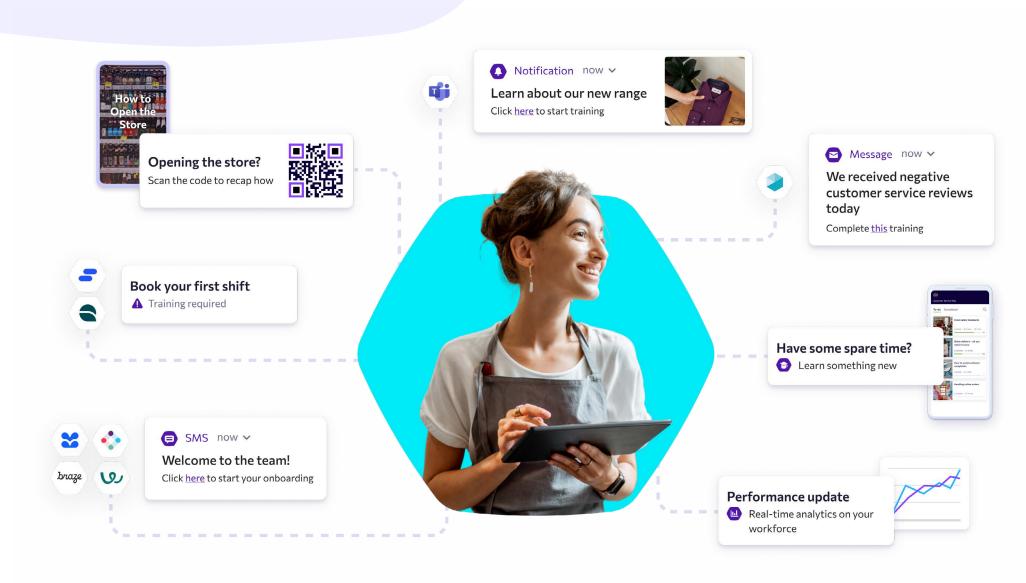
Be empowered in your next step - craft content that better speaks to people, and yields better results. Create content that aids them - individually and at scale - to succeed and improve.

On one level making data flow is about facilitating a situation where evaluation of training is easy. Another is about connectivity of data between systems and what that enables - automation, personalization. And the final is about closing feedback loops to create learner-centric content that's of value to all involved - the better training serves the individual, the more productive they can be, safer they are, and loyal they feel.



How do all of these disparate strands meet to create a meaningful learning journey that is seamless and stretches across all possible touch points in a worker's lifecycle?

This is best brought to life not by words, but through the following image >





High value, engaging training, that is free from any barriers, personalized to the learner and only ever a tap away.

This is the path we're on with, and what we're already enabling for, leading global companies - the likes of **Marriott, Uber and Vodafone.**

FIND OUT MORE

Jacob

JACOB WAERN Founder & CEO



Endnotes

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- 4 https://web.archive.org/web/20171209150724/http://www1.janrain.com/rs/janrain/images/Industry-Research-Value-of-Social-Login-2013.pdf
- 5 https://www.fastcompany.com/944128/worker-interrupted-cost-task-switching
- 6 https://www.whybrid.ca/blog-1/how-to-relieve-technostress
- 7 https://www.coveo.com/en/company/news-releases/2021/coveo-report-finds-the-costs-of-lacking-online-relevance
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- 13 https://www.techrepublic.com/article/do-you-need-a-saas-platform-to-manage-your-saas-sprawl/
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