Empowered Employee Training
With a Content Strategy

Taking an agile approach to learning content development

Overview

To enable the sales and service sides of the business, Nielsen had just simplified their offerings into a Practice Framework to position over 400 discrete products into a simple framework that parallels the way clients do business.

To guide the transition to the new model, the Global Training Organization (GTO) was challenged to deliver learning content at the same pace at which the company was innovating solutions through rapid product development and frequent acquisitions. In parallel, global sales teams were demanding access to product information in smaller, more consumable forms than traditional Instructor-led courses and eLearning. They wanted easy access to content before, during and after the “client call” to provide the best matched solution to their prospects and customers. The goal was to offer educational content that was relevant for the current business portfolio, while providing the best experience for the employee.

A critical tool for meeting this objective was Xyleme. Within just a few months of managing learning content in Xyleme, there was a shift from monolithic courseware development to the creation of small, reusable content “chunks.” This enabled them to quickly update information, assemble courses as needed and translate content efficiently. They attributed their early success to the attitude of their staff, the Xyleme engagement model and the power of Xyleme’s platform, which enables content reuse and publishing to many outputs from a single source. Adopting an agile mindset allowed the team to work quickly towards small tangible goals.

This case study explores Nielsen’s journey and should provide inspiration to L&D organizations that are considering the shift to agile development methods and reusable content strategies.
Business Conditions

The challenge the Nielsen training team faced was the need to deliver high quality, fresh content that would keep pace with their innovative, ever-changing environment.

BUSINESS REQUIREMENTS

Ability to quickly push out new product information across multiple programs in order to quickly support:

- Product Enhancements
- New Product Launch
- Acquisition Integration

Deliver relevant and consistent message across multiple audiences

- Keep up with changing business needs - ability to quickly update content
- Easier maintenance - easily and efficient SME review, update source file one time
- Faster development - rapidly assemble courses from available content (re-use content)
- Personalize content to end user (role, region)

Drive Revenue Growth and Client Satisfaction

Drive best in class training for product and client service teams.

- Relevant
- Easily Digestible
- Timely
Implementation Approach

Nielsen recognized that this was a first for their learning team, and they would need a fresh approach. They began their journey with two small pilot projects, a core team of people, an agile approach, and the attitude that they will learn best through taking action.

Learning the Xyleme platform happened in conjunction with developing real content. Nielsen reported that once the designers got over the initial learning curve, what they published, as well as the speed at which they published, really wowed the business.

IMPLEMENTATION PROGRESS

We have accomplished the following:

WHO & WHAT
- Established parameters for key drivers
  - Target Audience
  - Project Scope
  - Measures of Success
  - Implementation methodology

WORK PROCESS
- Addressed workflow for Nielsen and Xyleme
  - Agile approach
  - Project Management
  - Communication
  - Risk / Issue management

LCMS TRAINING
- Held virtual navigation sessions on key topics
  - Authoring in Xyleme
  - Designing for reuse
  - Structured Writing

- Think about content more broadly - identify reuse opportunities in the design phase
- Collaborate - consider implications to other projects, work in parallel
- New roles - content strategist
- Personalize content - know your audience (personas)

“Even though we were in pilot mode, we actually published content to the business faster than we would have otherwise... And the business was very excited about the quality of the learning content.”

Learning Consultant at Nielsen
The Shift

#1 – Changing the way we work

Once Nielsen began working with Xyleme, they began to think about content differently. Instead of designing single-purpose content for each program, they started to see the potential of modularity. Realizing that pieces of a product overview for the sales force could also be used for new hire training, executive on-boarding and elsewhere, was groundbreaking for the team. Nielsen found that they could not only assemble courses faster, but also enrich the content already being delivered.

The reuse mentality led the pilot team to consider authoring all content for reuse going forward.

This drove two additional behaviors: 1) creating content in layers, starting with high level consistent overviews moving downward to more detailed content chunks, and 2) improved collaboration. This collaboration was not only among authors but also with business units, as they started asking the business how else content could be used.

#2 – Separating content from its presentation

Initially during the pilot, designers struggled to think of content presentation details such as size, spacing, alignment, text color and font. Designers were used to putting in the content and then thinking about the aesthetics of “moving something over to the left a little bit, or making something bold and purple.” But once over the learning curve, the Nielsen learning team started to consider how much more they could accomplish by separating content from its presentation.

#3 – The path to personalization

The ultimate goal was to create a personalized experience for the learner - to offer learners the choice on when and how they consume content, by maintaining a robust library with multiple modalities that is 100% accurate at any point in time. To start on the path to personalization, they developed robust personas to identify how associates prefer to learn; analyzing how, where and when they work. Having this deep understanding of their audiences would let them prioritize their work and target the best learning modalities to the commercial teams. Additionally, they adopted a just-in-time delivery strategy, letting go of the “just in case” mentality that had previously led them to include extraneous information in their learning products.

“When thinking about creating reusable content, it forces us to consider the projects coming down the pipeline and how the business will be able to use the content. This opens up the opportunity for much broader collaboration—among our authors and across the business.”

Learning Consultant at Nielsen
<table>
<thead>
<tr>
<th>OLD MINDSET</th>
<th>NEW MINDSET</th>
</tr>
</thead>
<tbody>
<tr>
<td>CREATIVITY</td>
<td>Creativity comes from designing layout and images</td>
</tr>
<tr>
<td>STRUCTURE</td>
<td>Loose structure - personalized to author’s style and preferences</td>
</tr>
<tr>
<td>WRITING</td>
<td>Written for specific audience and use</td>
</tr>
<tr>
<td>FORMATTING</td>
<td>Content and output formatting intertwined</td>
</tr>
</tbody>
</table>

“In the past, we spent 80% of our time just inputting and arranging content and 20% on the content itself: stories, examples, rich activities and exercises. But with Xyleme, we have the structure and template in place, so we can now spend 20% of our time arranging content and 80% on the content itself.”

Paula Sturman, Project Lead, IS - Governance, Nielsen
**The Result**

Nielsen is proving that you can modernize your content strategy at the speed of business. The time to develop training content can now be measured in days, not months, with Xyleme. The business process improvements made by the Global Training Organization are resulting in better business alignment and higher effectiveness of the learning content that drives sales revenues.

Their advice to other companies that wish to move to a modern content strategy is to:

1. Start small
2. Work in an agile process, iterating at each stage
3. Be willing to do things differently and think differently
4. Focus on things that will make the biggest impact first

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**START WITH BIGGEST IMPACT!**

MAXIMUM REUSE

Solution Overviews and Grids
Solution Value Propositions
Methodology
Analysis

MINIMUM REUSE
“We really didn’t understand until we went through it how significantly this would change the way we thought about training and the way that we were organized.”

Paula Sturman, Project Lead, IS – Governance
Nielsen

ABOUT XYLEME

Xyleme delivers content management for learning and development. We partner with organizations to transform the way they author, publish, deliver, and analyze learning content to drive business performance. With Xyleme, organizations have everything they need to create a dynamic learning environment — from rapid single-source content development to anywhere delivery. It’s a content management solution that brings increased velocity to the entire learning technology ecosystem and makes learning content a competitive advantage.

The team at Nielsen shared their story with the Xyleme Customer Community at the weekly “Feature Friday” event. This is a regular lunchtime learning session moderated by Stuart Grossman, VP of Education and Training at Xyleme. All Xyleme customers have a dedicated Implementation Consultant that works closely with them to develop their Content Strategy, and throughout the design, implementation and rollout execution phases. Xyleme works with companies to become more agile in their content development and management practices. These are just a few of the ways that Xyleme helps companies author, manage, publish, deploy and measure effective learning content in a closed-loop process.

For more information, visit www.xyleme.com

Xyleme is headquartered in Boulder, Colo., and can be found online at www.Xyleme.com.

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