



Behind the Fosway 9-Grid™

Europe's only Learning/HR tech vendor analysis and how to use it!

www.fosway.com / @fosway

Europe's #1 HR Industry Analyst

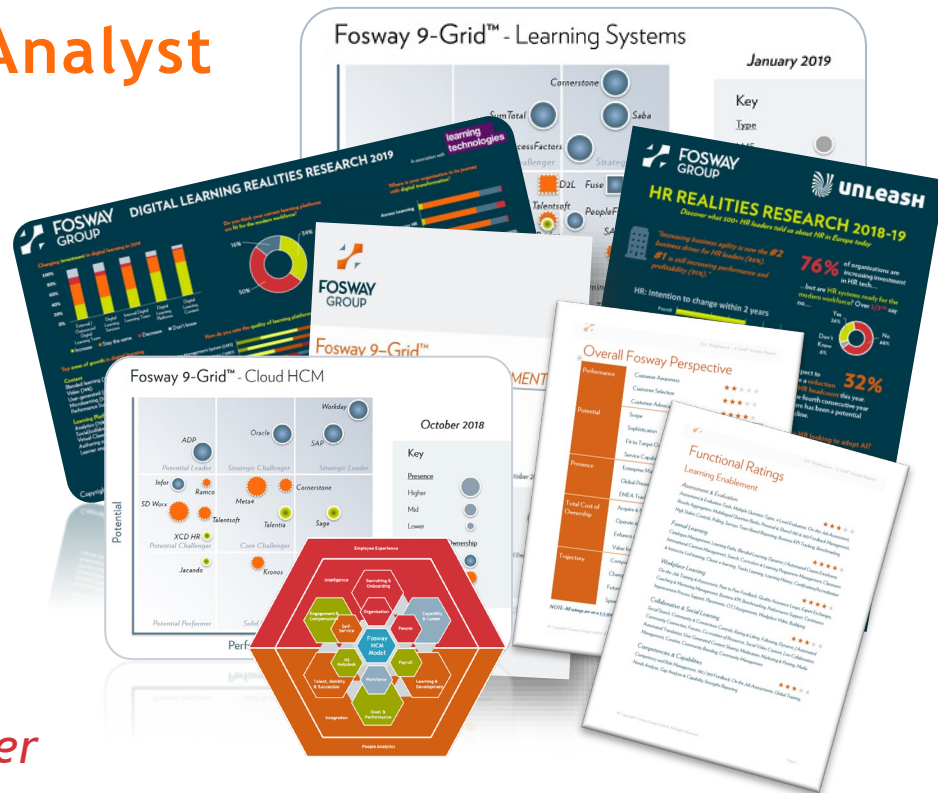
Founded 1996

In-depth corporate research on
Next Gen HR, Talent and Learning

**Analyst & advisory services to
European & International HQ
multi-nationals and corporates**

**Independent vendor research
and EMEA market commentary**

Make better HR buying decisions faster



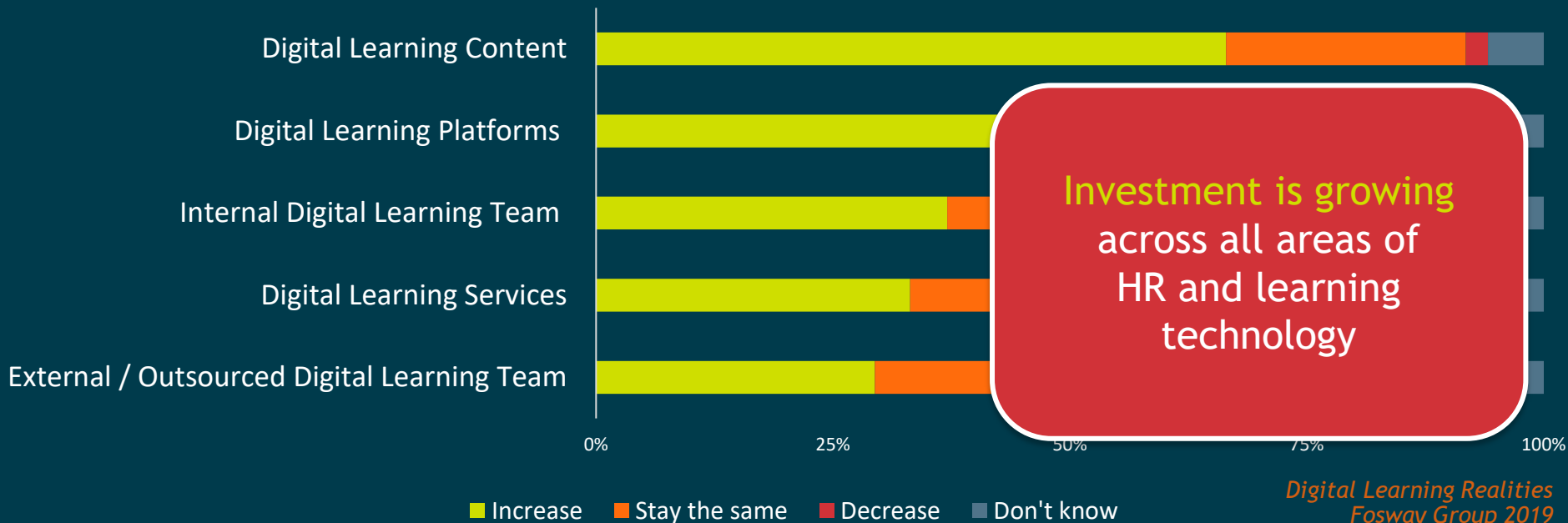
What (really) is an Industry Analyst? And why do we exist?

To help companies:

- ▶ Better understand what is possible and what works
- ▶ Better understand the supply options
- ▶ Make better buying decisions ...

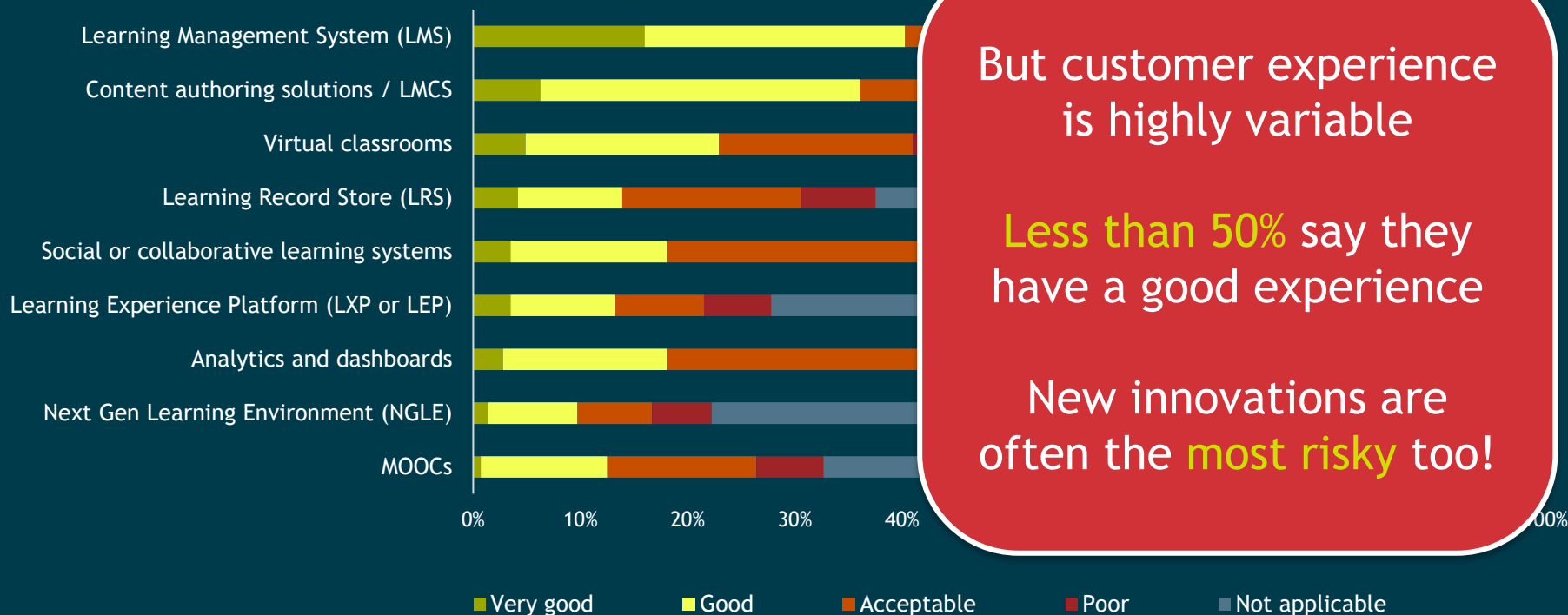
... some context ...

How do you expect your investment in digital learning to change over the year ahead?



YOUR EXPERIENCE OF DIGITAL LEARNING PLATFORMS

How do you rate the quality of digital learning platforms provided by your suppliers?



Are you happy with a
50/50
chance of success?!

*... that's the normal chances of a good
outcome, even for experienced buyers!*

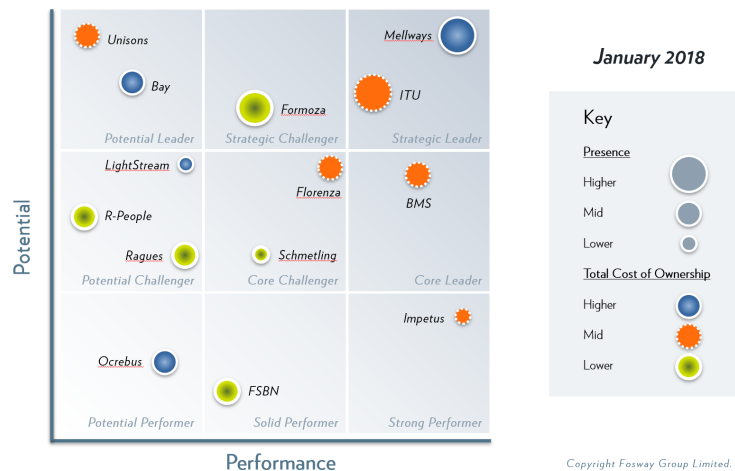


What's the Fosway 9-Grid™ ?

About Fosway 9-Grid™

- ▶ **5 Dimensional analysis model**
 - Performance
 - Potential
 - Presence
 - Total Cost of Ownership
 - Future Trajectory
- ▶ **Built on a huge base of research and analysis over many years**
- ▶ **Updated at least annually**

Fosway 9-Grid™ - Example



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About Fosway 9-Grid™

- ▶ **First 9-Grid™ published in 2013 (LMS)**
 - Private previously
- ▶ **Now five active 9-Grids™**
 - Cloud HR
 - Talent& People Success
 - Talent Acquisition
 - Learning Systems
 - Digital Learning

*All 9-Grid™ Reports are **free to access** @ www.fosway.com*



Lifting the lid ... The underlying data and analysis process

Research behind each 9-Grid™

Creating a new 9-Grid™ is normally a 3+ year process on top of pre-existing background research:

- ▶ Corporate research network members / roundtables
- ▶ Corporate enquiries and private advisory insights
- ▶ Public research process/surveys
- ▶ Structured data capture - functional and non-functional
- ▶ Independent vendor briefings/demonstrations
- ▶ Meetings at user conferences and industry events
- ▶ Formal customer reference process

9-Grid™ Inclusion Criteria

- ▶ Vendors included in the end 9-Grids are aligned to relevance to corporate buyers (EMEA HQ enterprise)
- ▶ Based on:
 1. The main vendor options in active use in Fosway's corporate research network
 2. The main vendor options in active consideration/buying process in above
 3. Innovator companies Fosway believes have the potential to achieve 1 or 2
- ▶ There is absolutely no 'pay to play': Vendors cannot buy onto the 9-Grid™ (or decline to be included)!

Lifting the lid ...

Is building Mastery important or is Justin Time Knowledge enough?

What is a learning experience?

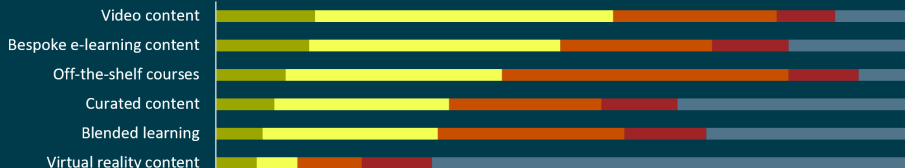


Delivering compelling Learner Experiences
Date: 23rd May 2018

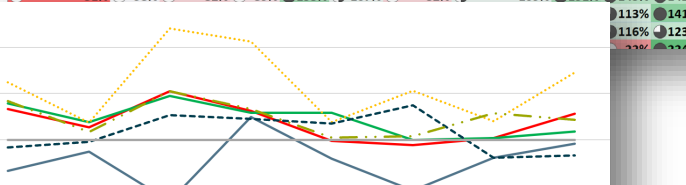
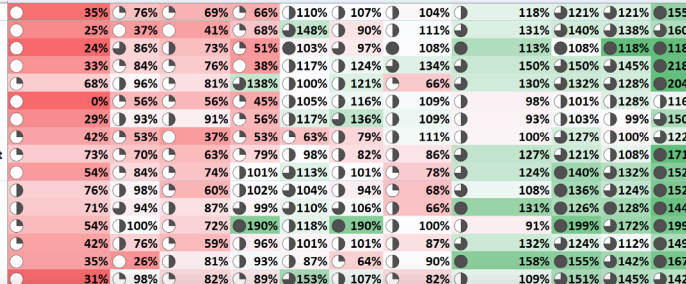
What are the challenges?

YOUR EXPERIENCE OF DIGITAL LEARNING CONTENT

How do you rate the quality of digital learning content you get from your suppliers?



- Learning Enablement
- Assessment, Diagnostics & Evaluation
- Formal Learning
- Workplace Learning
- Collaborative & Social Learning
- Competencies & Capabilities
- Development Planning
- Extended Enterprise
- Learning Content, Media Assets & Video Management



	Assessment & Evaluation	Formal Learning	Workplace Learning	Collaborative & Social Learning	Competencies & Capabilities	Development Planning	Extended Enterprise	Learning Content & Asset Management
1st d	153%	114%	152%	131%	99%	94%	102%	128%
2nd	67%	87%	34%	125%	80%	45%	80%	96%
3rd	140%	119%	147%	129%	129%	100%	102%	109%
4th	162%	119%	220%	206%	119%	153%	120%	173%
5th	92%	98%	127%	123%	118%	137%	80%	83%

It's a pity to assume age is a barrier to digital learning. Age is not a barrier.

Research behind each 9-Grid™

- ▶ **Primary** analysis point of view is shaped by what customers say about vendors and how they perform
- ▶ **Vendor input is secondary**, and used to cross-validate assumptions and to deepen insight re vendor strategy and their roadmap etc.

IN SUMMARY:

- ▶ We have lots of customer insight, hard data, and validated assumptions from the market!

And it's a moving target! Corporate needs evolve and Vendors innovate ... e.g. Learning Systems

2019/2020

▶ **Learning
Enablement
- 107 factors**

- Assessment & Evaluation
- Formal Learning
- Workplace Learning
- Collaborative & Social Learning
- Competencies & Capabilities
- Development Planning
- Extended Enterprise
- Learning Content & Asset Management

▶ **User
Experience
- 69 factors**

- Experience Administration
- Learner Portal
- Learner Relationship Tools
- Manager Portal
- Mobile Learning
- Analytics, Dashboards and Reporting

▶ **People, Finance &
Systems Mgmt
- 46 factors**

- Organisation & People Management
- Finance, Budget & Ecommerce Management
- Integrations (standard out of the box connectors)

And it's a moving target! Corporate needs evolve and Vendors innovate ... e.g. Learning Systems

2021: New structure accentuating specialisms & future factors (473 total)

Learning Experience	Learning Management	People Development	Workplace Learning	People, System & Architecture
<ul style="list-style-type: none">• UX/UI• Search• Personalisation• Engagement & Marketing• Advanced Features	<ul style="list-style-type: none">• Formal Learning• Learning Content• Manager Portal• Assessment & Evaluation• Analytics, Dashboards & Reporting	<ul style="list-style-type: none">• Defining & Managing Skills• Skills Assessment• Development Planning• Development Programmes• Managing Development	<ul style="list-style-type: none">• On-the-job Learning• Collaborative Learning• Mobile Learning• Mobile Admin	<ul style="list-style-type: none">• Organisation & People Management• Extended Enterprise• Finance, Budget & eCommerce• Learning Ecosystem• Wider Ecosystem



Reading the 9-Grids: How to interpret and get more value

More than a diagram ...



Fosway 9-Grid™ - Digital Learning
January 2019
Independent Analysis of the Digital Learning Market

Fosway 9-Grid™ - Digital Learning

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Key Headlines

The Market

The demand for digital learning remains buoyant, across an increasingly diverse range of solutions

The European digital learning market continues to be buoyant. Most vendors are reporting at least 10-20%

growth, and some innovators highlighting new providers, but also with new entrants and the increasing diversity and complexity of solutions to navigate. Performance support, content management, learning experience platforms, and e-learning and LMSs. Buyers are overwhelmed

Robust partnering between solution providers and learning ecosystems become more

As the range and diversity of solutions grows, the ecosystem. Learning professionals need to

Solution Trends

Creativity from providers means building solutions beyond e-learning course formats

Creativity and design are still critical for buyers. But great learning design is instructional design, as learning becomes more continuous and embedded in the workflow. Now looking for a new breed of engaging learning experiences, but much of the traditional e-learning market still lacks an edge. Despite all the hype, gamification to the mainstream, and techniques for increasing learner engagement are less might assume. But being increasingly creative with traditional e-learning courses going. Rather, it is diversifying. New entrants/next gen providers are seeing buyers looking for new learning formats based on design thinking and focused

Video is now mainstream and the new norm

Video in learning is rapidly becoming the media of choice in digital learning. V support, learning nuggets, or user generated content, video is set to grow even going to become core to what people view as microlearning. Potentially low cost

9-Grid™ Vendor Rating

Solution	9-Grid™ Rating
Acteon Consultancy	Strong Performer
Agyla Group	Potential Challenger
Brightwave Group	Strategic Challenger
CrossKnowledge	Strategic Challenger
Digits	Strong Performer
Filtered	Solid Performer
GoodPractice	Solid Performer
Infopro Learning	Strategic Challenger
IMC	Core Challenger
Intuition Publishing	Strategic Challenger
Jam Pan	Potential Leader
Kallidus	Strong Performer
Kineo	Strategic Challenger
Learning Technologies Group (LTG)	Strategic Challenger
Logicarth	Potential Challenger
Ludic Group	Core Leader
LearningPool	Core Leader
Mintira	Strong Performer
Netex	Core Challenger



Fosway 9-Grid™ - Digital Learning - January 2019

Understanding the Fosway 9-Grid™

What is the Fosway 9-Grid™

The Fosway 9-Grid™ is a five dimensional model that can differentiate solutions and providers in a selected market segment. It is based on their Performance, Potential, Market P Trajectories across the market.

9-Grid™ is unique, because the model contains value in all only provides an understanding of the market, but also identifies corporate organisations get the best from vendors.

9-Grid™ is based on Fosway Group's independent research past 20 years, and draws upon the insights and experience Corporate Research Network is a group of HR and training over 150 of Europe's leading companies. These companies their Head Offices in Europe (or the EMEA HQ of global

Essentially the 9-Grid™ Model brings together our independent

- **Performance** - comprising of two elements: Mark
- **Potential** - Scope, capability and sophistication.
- **Presence** - Historic and current presence in the number of enterprise customers and the overall market segment we are examining.
- **Total Cost of Ownership** means the FULL cost solution (typically over a 5-year period). Important
- **Future Trajectory** - our view of their direction of relative to their current position and the market as

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9-GRID-GL-0119

The Critical Difference between the 9-Grid™ and other Analyst Models

There is a very important difference between 9-Grid™ and other Analyst models. In the 9-Grid™ all of the nine zones have value, and more interestingly, have an associated set of actions that can help you to maximise the value of the relationship with different vendors. This means that being in the top right is not the only valid selection point. For some organisations top right may not even be desirable. There are many other zones that offer success, especially when balanced against Total Cost of Ownership.

The 9-Grid™ Variables for Digital Learning

2019 highlights the continued evolution in digital learning away from pure-play e-learning. Digital learning includes the full range of solutions available (content, platforms and services), the range of learning experiences and formats offered across the learning cycle.

Performance

As usual this still covers the questions of when people make a choice about solutions: do they get short listed by customers, do they win, do they deliver and are customers happy? This is viewed through the lens of large international corporates and the experiences of our Corporate Research Network and general market briefing. This may not necessarily reflect the experiences of smaller and mid-sized organisations.

Potential

Two key aspects: scope and sophistication. The definition of Scope includes:

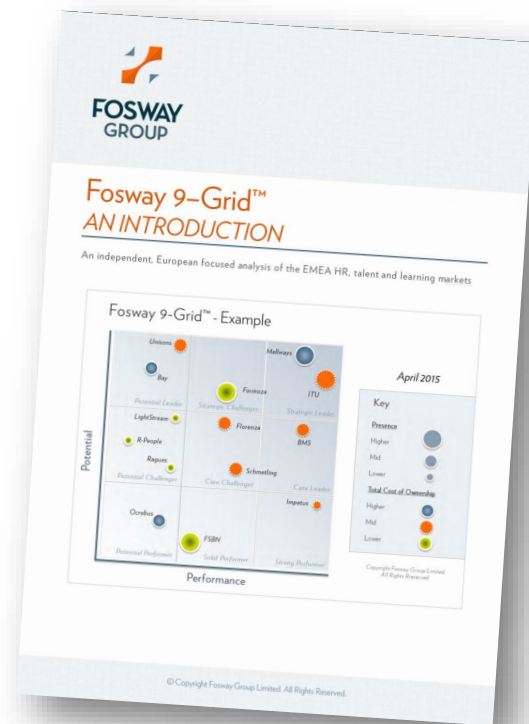
- the range of digital learning, content, consulting, support services and platform offerings a provider can use in order to drive a digital learning strategy for its customers.
- the range of learning content and different learning experiences a vendor can offer.

We always recommend you download and read the full reports

Understand the Analysis Model

- ▶ The 5 Dimensions
- ▶ Higher/Mid/Lower Banding
- ▶ Individual Zones
- ▶ Interpreting the Future Trajectory

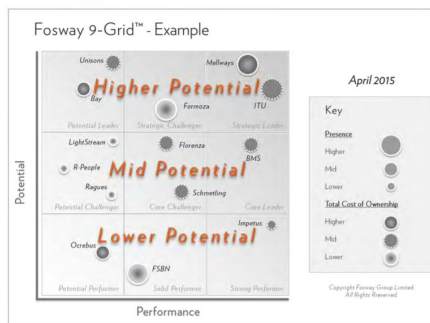
***A 9-Grid™ Introduction Guide
is available to download from our website***



Bands of Potential and Performance in the 9-Grid™

Understanding the Bands of Potential in the 9-Grid™

Potential is defined as a solution's scope and sophistication. In our 9-Grid™ model these are banded into Lower, Mid or Higher Potential. And these provide the vertical positioning in the grid.





Lower Potential Solutions

Lower Potential Solutions tend to have lower levels of solution capability and sophistication. As a result they tend to address the needs of organisations with simpler requirements, or in simpler ways. Lower Potential Solutions are typically entry-level solutions which can deliver for organisations with lower levels of organisational complexity. Sometimes solutions in this banding are also part of a large vendor portfolio and are not as comprehensively developed as leading specialists solutions in the market, because they are not a core discipline for the vendor.

What do the 9-Grid™ Zones Mean?

An explanation of each of the Zones in the 9-Grid™ model is outlined in the table below.

Zone Label	Position	Explanation
Potential Performer		<u>Potential Performers</u> typically have lower market and customer performance along with lower levels of potential. Solutions in this zone are likely to be new or emergent solutions with a limited enterprise track record and a narrower set of functionality. In this instance, Potential Performers can appeal to those with niche or specific needs. Alternatively they might be more mature solutions with lower innovation and issues over customer advocacy/impact.
Solid Performer		<u>Solid Performers</u> typically have sustained market performance and a track record of customer advocacy. They deliver solid performance for their customers but provide simpler solutions with lower levels of sophistication and scope. These solutions typically have adoption at a department or business unit level rather than enterprise wide, or are used in specific contexts only. Alternatively they might be more mature solutions with lower innovation and moderate market performance or customer advocacy.

Key

Presence

Higher

Mid

Lower

Total Cost of Ownership

Higher

Mid

Lower

Vendor Placement within a 9-Grid™ Zone

- ▶ All vendors in a zone are considered **materially equivalent** from a performance/potential perspective
- ▶ Positioning in the zone is the vendor's trajectory **relative to themselves**, not relative to the other vendors in the Zone

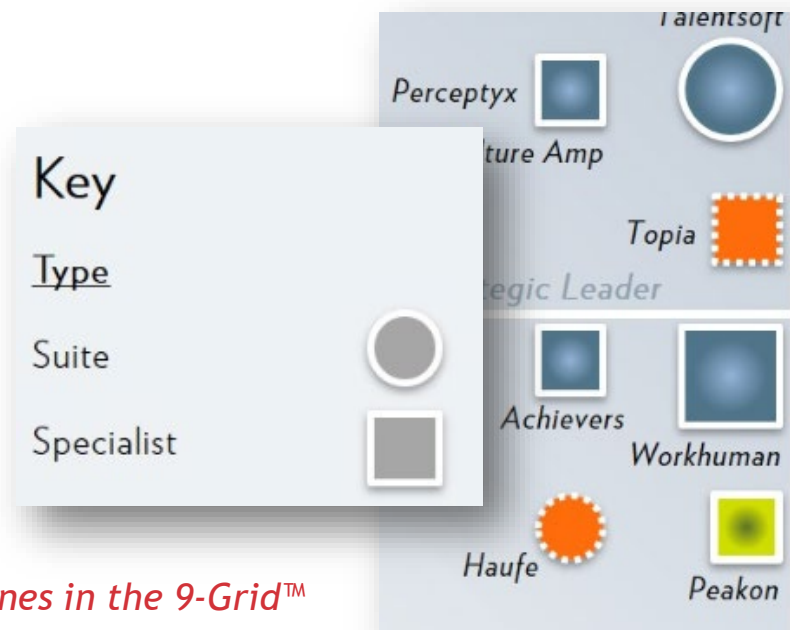


E.g. Vendor C is materially equivalent to Vendor D but showing declining trajectory on both performance and potential relative to Vendor C's previous position, not Vendor D's!

Suites & Specialists: Key Change from mid-2019

- ▶ From 2020, all 9-Grids (except DL) split vendors into Suites and Specialists
- ▶ **Suites** aim to cover majority of functional scope and manage all main processes
- ▶ **Specialists** have narrower focus and aim to disrupt

Note: Both types can appear in all zones in the 9-Grid™



For Example: Learning Systems ...

Learning System Suites are platforms supporting and integrating a broad range of traditional and next gen learning approaches. They aim to cover all the main bases - traditional learning management, heightened learner experience, old and new learning channels. They are the evolution of LMSs that have added next gen and learner experience capabilities, but also the evolution of the NGLs/LXPs that have back-filled learning management capability to become a 'one stop shop' for modern learning.

Learning System Specialists unashamedly focus on specific areas of capability with a disruptive, high impact agenda. Whether that is being the best at mobile learning, doing AI-managed adaptive delivery, or building integrated learner experiences from multiple sources, specialists have a focused proposition and want to lead the market in their chosen focus area. Specialists will rarely be the only learning system in an organisation. They cannot cover all the areas of learning that a company needs to manage or support. Instead their goal is to disrupt the suites and to deliver heightened impact in a specific area.



In Summary

In Summary ...

We know lots of you are using the 9-Grids™ to accelerate reviewing the market and vendor options, but please:

- ▶ Read the **full reports** not just the analysis diagram
- ▶ Read the **Introduction Guide** to understand the model and how to interpret a 9-Grid™ properly

And Remember:

- ▶ Vendor **inclusion is always on merit**, not pay for play!
- ▶ Assessment is based on target: **EMEA enterprise companies**
- ▶ Vendor **trajectory is relative to themselves**, not others in Zone

Plus Remember ...

- ▶ The 9-Grid™ is just the tip of the analysis iceberg!!
- ▶ Fosway's corporate engagement process can provide you with supporting decision tools as well as access to detailed analyst insights

Why start your procurement process from scratch when Fosway already has the research and insight to help you make better supplier decisions much faster?

Align & Initiate

- Align senior stakeholders and create a mandate for change

Validate & Advance

- Validate requirements and create framework to act, business case, solution roadmap with vendor shortlist

Engage & Select

- Accelerate procurement including RfP and selection support, final selection and due diligence

Why start your procurement process from scratch when Fosway already has the research and insight to help you make better supplier decisions much faster?

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▶ Fosway 9-Grid™ Reports

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- Digital Learning
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