

Should you be Insourcing or Outsourcing your Digital Learning Operations?

Decision Support Guide

This toolkit can be used to help you understand which parts of your Digital Learning Life Cycle you should be insourcing or outsourcing.

Tick the circles most aligned to your perspective – think about the implications for the immediate project and your longer-term desires for your operating model. Where there are gaps between where you are today and where you want to be tomorrow – you will need to partner to grow your expertise.



How to use this tool

Step 1.

Tick the line closest to the statement which is most representative of your perception today.

Step 2.

Draw lines to join your ticks.

Step 3.

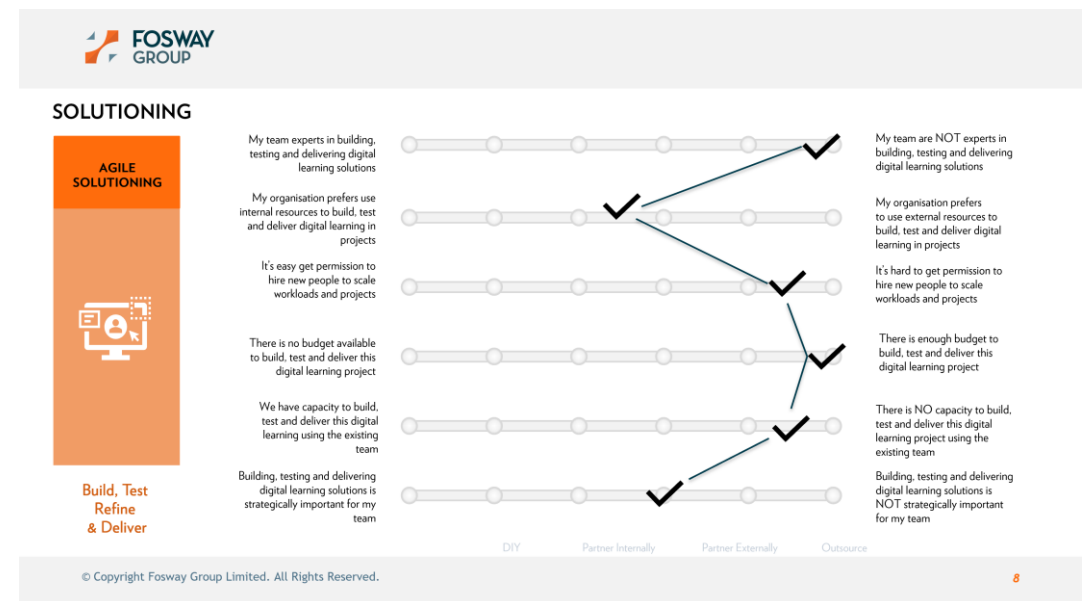
Reflect on your pattern of ticks and lines.

Is your balance your lines orientated towards doing this stage yourself, partnering internally, partnering externally or outsourcing?

If the ticks are more to the left, you are more orientated to doing this internally. Where they are on the right –you are orientated more to doing the stage using external partners.

Where you have outliers – these are likely to be the pressures that could disrupt your resourcing strategy.

Example



NB - Where you have lower expertise in your team, but you think it is strategically important to own a stage, think about how you can work with your partners to develop that capability those skills longer term.



Should you be Insourcing or Outsourcing your Digital Learning Operations?

PARTNERING

STRATEGY & VALUE



Engage,
Influence &
Prioritise

My team are experts in partnering Digital Learning Projects

My organisation prefers to use internal resources in projects

It's easy get permission to hire new people to scale workloads and projects

There is no budget available for this project

We have capacity for new digital learning projects within the existing team

Strategy & Value Partnering is strategically important



My team are NOT experts in partnering Digital Learning Projects

My organisation prefers to engage external resources as they are needed

It's hard to get permission to hire new people to scale workloads and projects

There is budget available for this project

There is NO capacity for digital learning projects within the existing team

Strategy & Value Partnering is NOT strategically important

DIY

Partner Internally

Partner Externally

Outsource



Should you be Insourcing or Outsourcing your Digital Learning Operations?

PARTNERING

CONTEXT & PERSONAS



Explore,
Investigate &
Scope

My team are experts in
scoping digital learning
projects

My organisation prefers to
use internal resources in
projects

It's easy get permission to hire
new people to scale workloads
and projects

There is no budget available
for scoping this project

We have capacity to scope
new digital learning projects
within the existing team

Scoping digital learning projects
is strategically important for my
team



My team are NOT experts in
scoping digital learning projects

My organisation prefers
to engage external resources as
they are needed

It's hard to get permission to hire
new people to scale workloads
and projects

There is enough budget
available to scope this project

There is NO capacity to
scope new digital learning
projects within the existing
team

Scoping digital learning projects
is NOT strategically important
for my team

DIY

Partner Internally

Partner Externally

Outsource



Should you be Insourcing or Outsourcing your Digital Learning Operations?

PARTNERING

VALUE PHASES



Value-Add Timeline & Phases

My team are experts in phasing value-add for digital learning projects

My organisation prefers to use internal resources in projects

It's easy get permission to hire new people to scale workloads and projects

There is no budget available to create a a value profile for this project

We have capacity within the team to scope and agree a value profile for this project

Agreeing value profiles and timelines with stakeholders is strategically important for my team



My team are not experts in phasing value-add for digital learning projects

My organisation prefers to engage external resources as they are needed

It's hard to get permission to hire new people to scale workloads and projects

There is enough budget available to create a value profile for this project

There is NO capacity to create a value profile for this project within the existing team

Agreeing value timelines with stakeholders is NOT strategically important for my team

DIY

Partner Internally

Partner Externally

Outsource



Should you be Insourcing or Outsourcing your Digital Learning Operations?

SOLUTIONING



**Enable,
Source
& Design**

My team are experts in designing and sourcing learning experiences & learning journeys

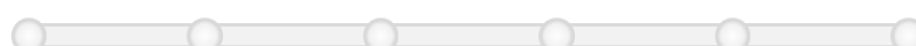
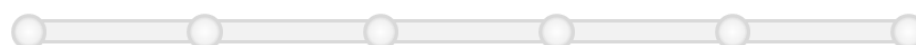
My organisation prefers use internal resources in projects

It's easy to get permission to hire new people to scale workloads and projects

There is no budget available for this project

We have capacity to design and source learning experiences within the existing team

Sourcing & designing digital learning is strategically important for my team



My team are NOT experts in designing and sourcing learning experiences & learning journeys

My organisation prefers to engage external resources as they are needed

It's hard to get permission to hire new people to scale workloads and projects

There is enough budget available for this project

There is NO capacity to design and source learning experiences within the existing team

Sourcing and designing digital learning is NOT strategically important for my team

DIY

Partner Internally

Partner Externally

Outsource



Should you be Insourcing or Outsourcing your Digital Learning Operations?

SOLUTIONING

AGILE SOLUTIONING



**Build, Test
Refine
& Deliver**

My team experts in building, testing and delivering digital learning solutions

My organisation prefers use internal resources to build, test and deliver digital learning in projects

It's easy get permission to hire new people to scale workloads and projects

There is no budget available to build, test and deliver this digital learning project

We have capacity to build, test and deliver this digital learning using the existing team

Building, testing and delivering digital learning solutions is strategically important for my team



My team are NOT experts in building, testing and delivering digital learning solutions

My organisation prefers to use external resources to build, test and deliver digital learning in projects

It's hard to get permission to hire new people to scale workloads and projects

There is enough budget to build, test and deliver this digital learning project

There is NO capacity to build, test and deliver this digital learning project using the existing team

Building, testing and delivering digital learning solutions is NOT strategically important for my team

DIY

Partner Internally

Partner Externally

Outsource



Should you be Insourcing or Outsourcing your Digital Learning Operations?

EXECUTING

EXECUTION & ADVOCACY



**Execute,
Maintain,
Optimise,
Grow & Support**

My team are experts in executing, maintaining and supporting digital learning solutions

My organisation prefers to use internal resources in executing, maintaining and supporting projects

It's easy to get permission to hire new team members to scale workloads and projects

There is NO budget available to execute this project with external resources

We have capacity for executing, maintaining and supporting this project within the existing team

Executing, maintaining, optimising and supporting this project is strategically important for my team



My team are NOT experts in executing, maintaining and supporting digital learning solutions

My organisation prefers to engage external resources as they are needed

It's hard to get permission to hire new team members to scale workloads and projects

There is enough budget available to execute this project with external resources

There is NO capacity for executing, maintaining and supporting this project within the existing team

Executing, maintaining, optimising and supporting this project is NOT strategically important for my team

DIY

Partner Internally

Partner Externally

Outsource



Should you be Insourcing or Outsourcing your Digital Learning Operations?

EXECUTING

MEASUREMENT & INTELLIGENCE



Measure,
Analyse
& Adjust

My team are experts in measuring, analysing and harnessing business intelligence

My organisation prefers to use internal resources in projects

It's easy to get permission to hire new people to scale workloads and projects

There is no budget available for this project

We have capacity for analysing digital learning projects within the existing team

It is strategically important for my team to measure and analyse the value of learning



My team are NOT experts in measuring, analysing and harnessing business intelligence

My organisation prefers to engage external resources as they are needed

It's hard to get permission to hire new people to scale workloads and projects

There is enough budget available for this project

There is NO capacity for analysing digital learning projects within the existing team

It is NOT strategically important for my team to measure and analyse the value of learning

DIY

Partner Internally

Partner Externally

Outsource



Should you be Insourcing or Outsourcing your Digital Learning Operations?

INNOVATING

INNOVATION & CONTROL




**Innovate,
Review
& Control**

| | | |
|--|--|--|
| My team are experts in innovating digital learning | | My team are NOT experts in innovating digital learning |
| My organisation prefers use internal resources in projects | | My organisation prefers to engage external resources as they are needed |
| It's easy to get permission to hire new people to scale workloads and projects | | It's hard to get permission to hire new people to scale workloads and projects |
| There is no budget available to innovate this project | | There is enough budget available to innovate this project |
| We have capacity to explore new digital learning approaches within the existing team | | There is NO capacity to explore new digital learning approaches within the existing team |
| Innovation is strategically important for my team to own | | Innovation is NOT strategically important for my team to own |

DIY Partner Internally Partner Externally Outsource



Should you be Insourcing or Outsourcing your Digital Learning Operations?

MANAGING

GOVERNANCE & CONTROL



**Manage,
Control
& Govern**

My team is experts in managing and governing learning solutions

My organisation prefers to use internal resources in projects

It's easy get permission to hire new people to scale workloads and projects

There is NO budget available to manage and govern this project

We have capacity to manage, control and govern projects within the existing team

Governance and control of digital learning is strategically important for my team



My team are NOT experts in managing and governing learning solutions

My organisation prefers to engage external resources as they are needed

It's hard to get permission to hire new people to scale workloads and projects

There is enough budget available to manage and govern this project

There is NO capacity to manage, control and govern projects with the existing team

Governance and control of digital learning is NOT strategically important for my team

DIY Partner Internally Partner Externally Outsource



Recommended Fosway reading

For further Fosway analysis relating to this topic, please see the following papers or resources.

- [Digital Learning Realities Research 2020](#)
- [COVID-19 Impact on Digital Learning](#)
- [Digital Learning – 9 Grid™ 2021](#)
- [Delivering Next Gen Learning Engagement](#)
- [Talent Management: What's learning's role and why L&D need to fight their corner.](#)

Accelerate and De-risk

To talk to us about our research on learning and talent systems, or to discuss what it might specifically mean for your organisation please contact us directly.

We will use our independent expertise to provide you with the guidance needed to accelerate and de-risk your decisions. We have a wealth of experience, tools, research and profiles at our disposal. We don't have any products to sell and we have no vested interest to bias your outcomes. Our focus is concentrated on pragmatic, independent advice.

Accuracy of Information and Warranties

The analysis and recommendations made in this document are based on the information currently available to Fosway and from sources believed to be reliable. Fosway disclaims all warranties as to the accuracy, completeness or adequacy of such information. Fosway will have no liability for errors, omissions or inadequacies in the information contained herein or for interpretations hereof. Opinions expressed herein are subject to change without notice. All content is copyright Fosway Group Limited unless otherwise identified. All rights reserved.



About Fosway Group

Fosway Group is Europe's #1 HR Industry Analyst focused on Next Gen HR, Talent and Learning. Founded in 1996, we are known for our unique European research, our independence and our integrity.

For over 20 years, we have been analysing the realities of the market, and providing insights on the future of HR, Talent and Learning. Fosway analysts work extensively with our corporate clients to understand the inside story of the challenges they are facing, and their real experiences with next gen strategies, systems and suppliers. Our independent vendor analysis also provides a vital resource when making decisions on innovation and technology.

And just like the Roman road we draw our name from, you'll find that we're unusually direct. We don't have a vested interest in your supplier or consulting choices. So, whether you're looking for independent research, specific advice or a critical friend to cut through the market hype, we can tell you what you need to know to succeed.

Example clients include: Alstom, Aviva, Boots UK, BP, BT, Centrica, Deutsche Bank, Faurecia, HSBC, International SOS, Lloyds Banking Group, Novartis, PwC, Rolls-Royce, Royal Bank of Scotland, Sanofi, Shell, Swiss Re, Telefonica, Thomson Reuters, Toyota Europe, and Vodafone.

Talk to us today at:

Email: info@fosway.com

Telephone: +44 (0) 207 917 1870

Web: www.fosway.com