



# eLearning business

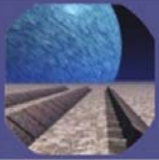


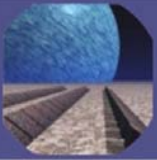
Leonardo HELPS meeting – Dublin, 16 June  
Stefano Berti



# Agenda

- ✚ Introduction
- ✚ Economics
- ✚ Key trend and prediction
- ✚ Market approach



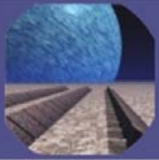


# Introduction

- ✚ European Union strategies sustain eLearning
- ✚ eLearning market had some “stop & go” in the last five years
- ✚ Economics trend may be used to validate business trend
  - ✚ US eLearning Market is some (five ?) years ahead European eLearning Market
  - ✚ eLearning Companies's stocks value at NASDAQ, in the last five years, may be used to forecast the next five years's economics trend for eLearning market in Europe

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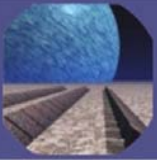
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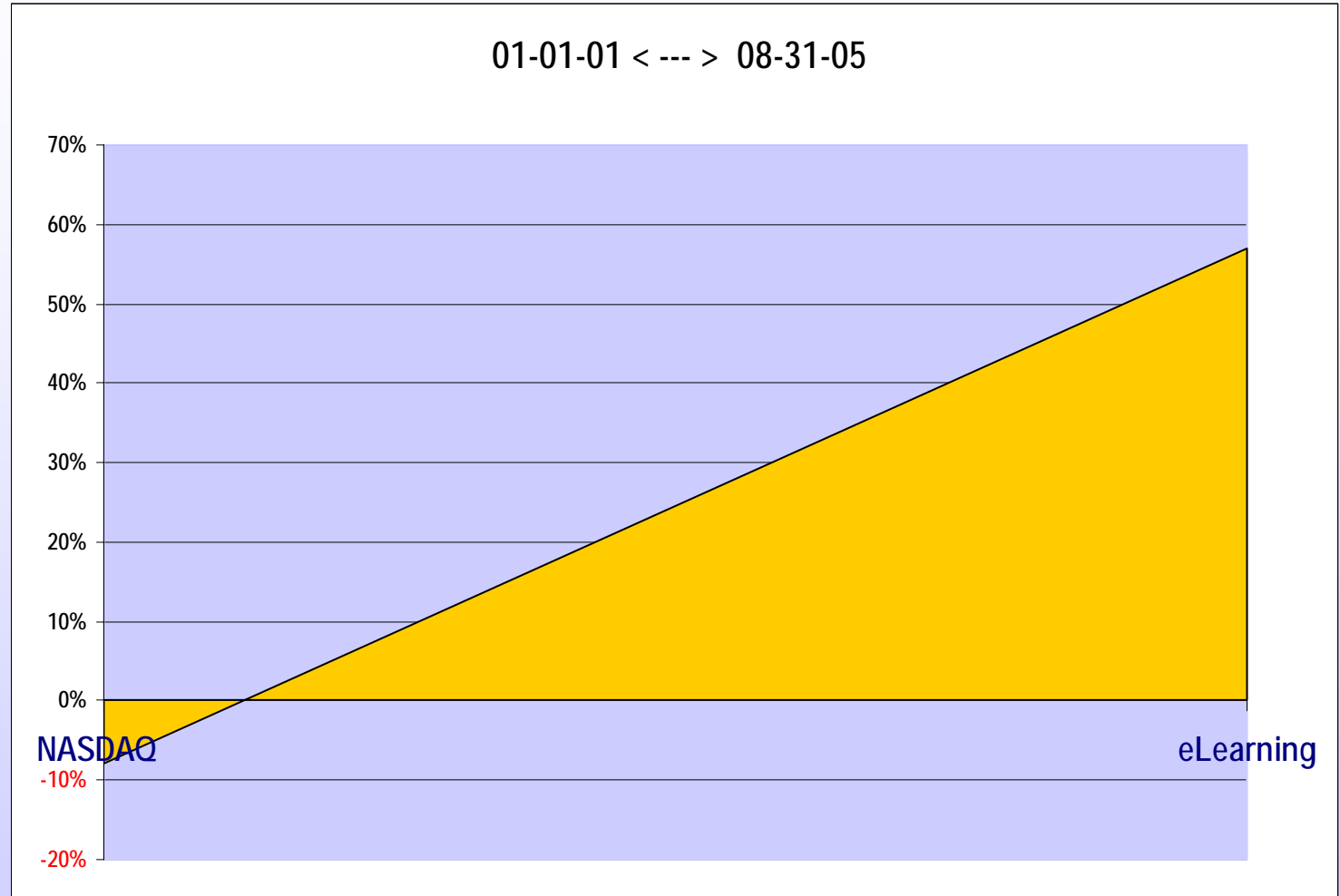
# eLearning companies at NASDAQ (from 2001 to 2005)

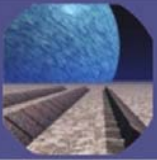
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- Macromedia
- Renaissance Learning
- Saba
- Skillsoft
- Thomson Corp
- Plato Learning
- VCampus Corp
- Webex
- SumTotal (Click2Learn + Docent)

Sources: [www.cedar.forest.net](http://www.cedar.forest.net) , <http://finance.yahoo.com>

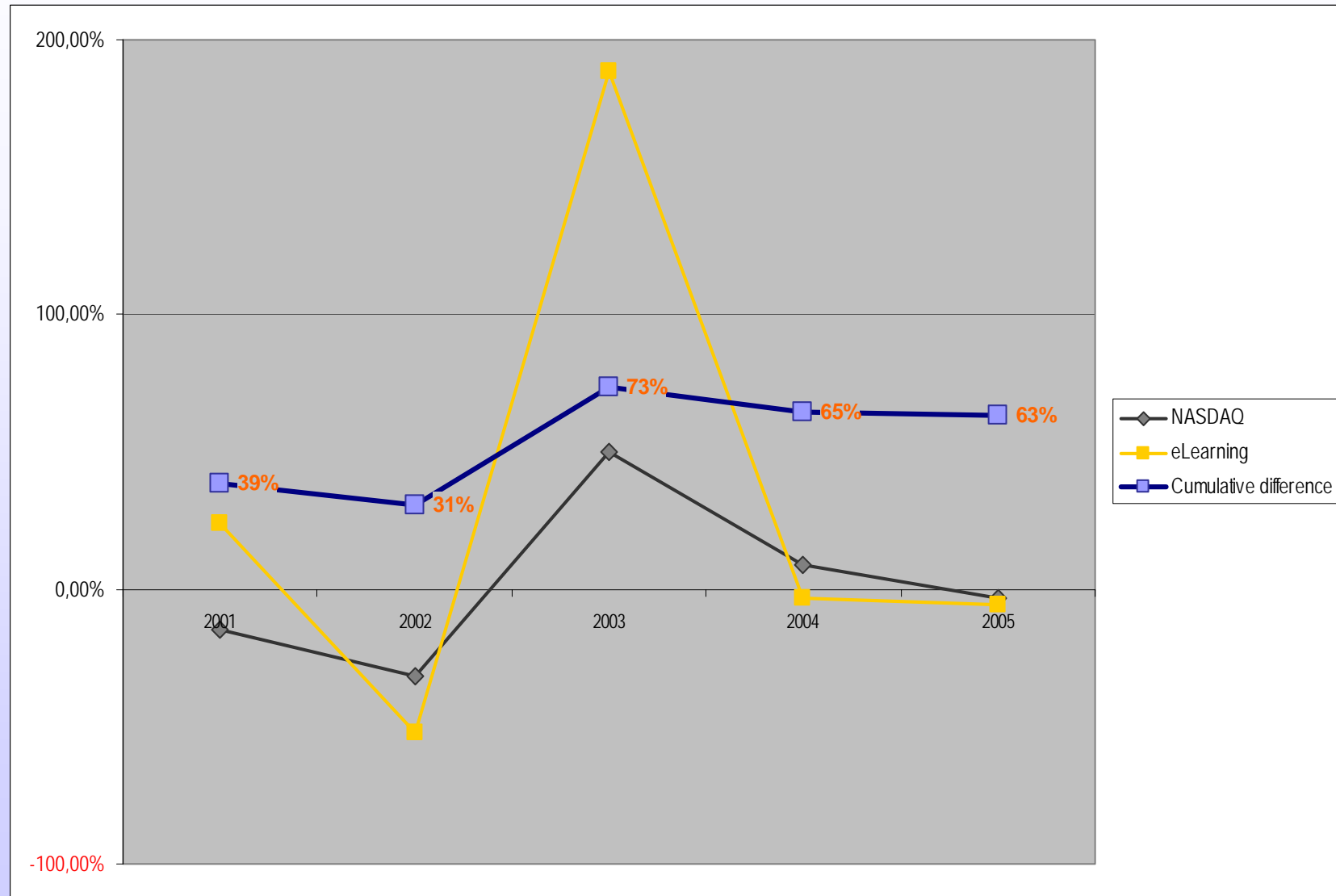


# Overall results

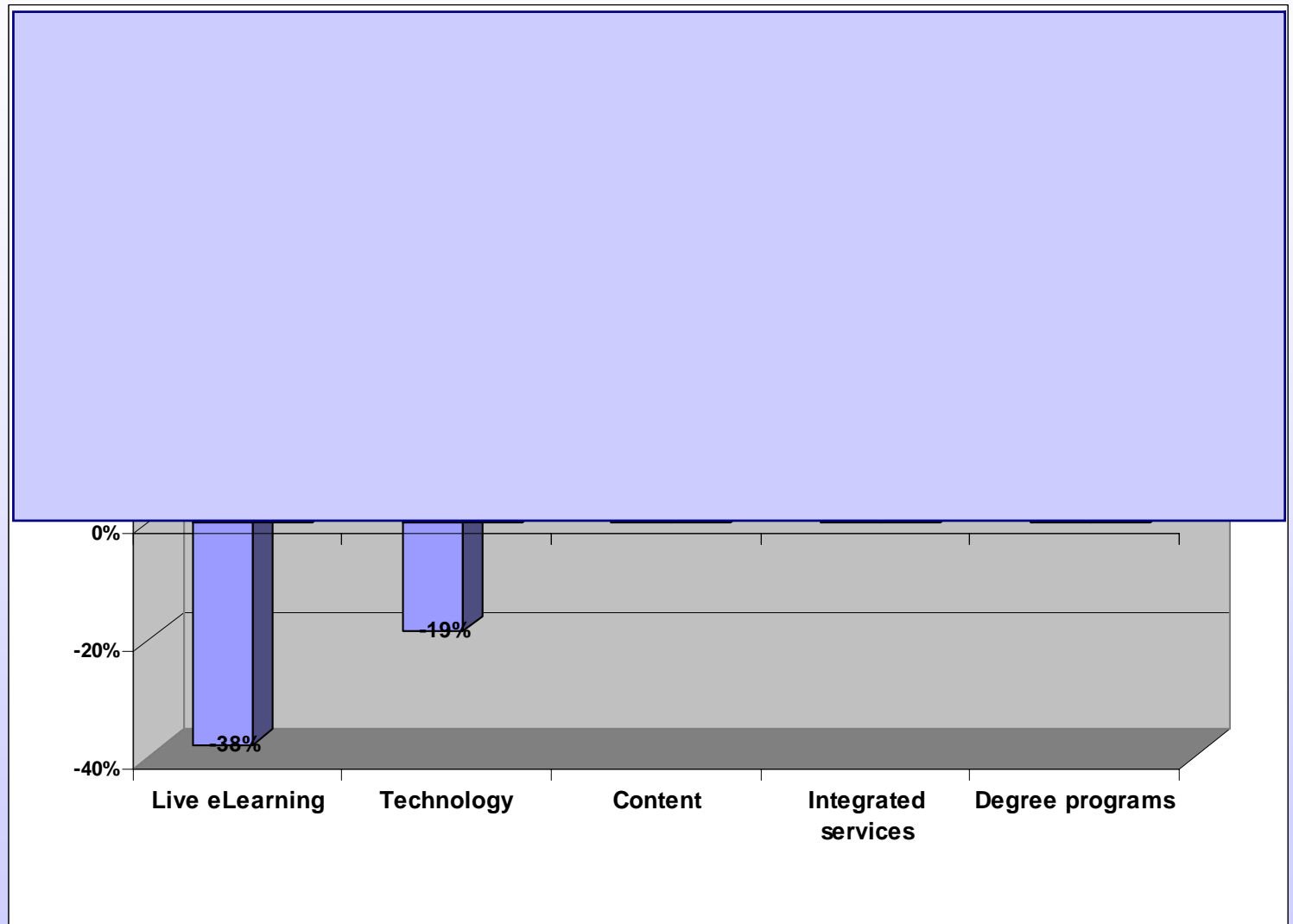




# Stock values

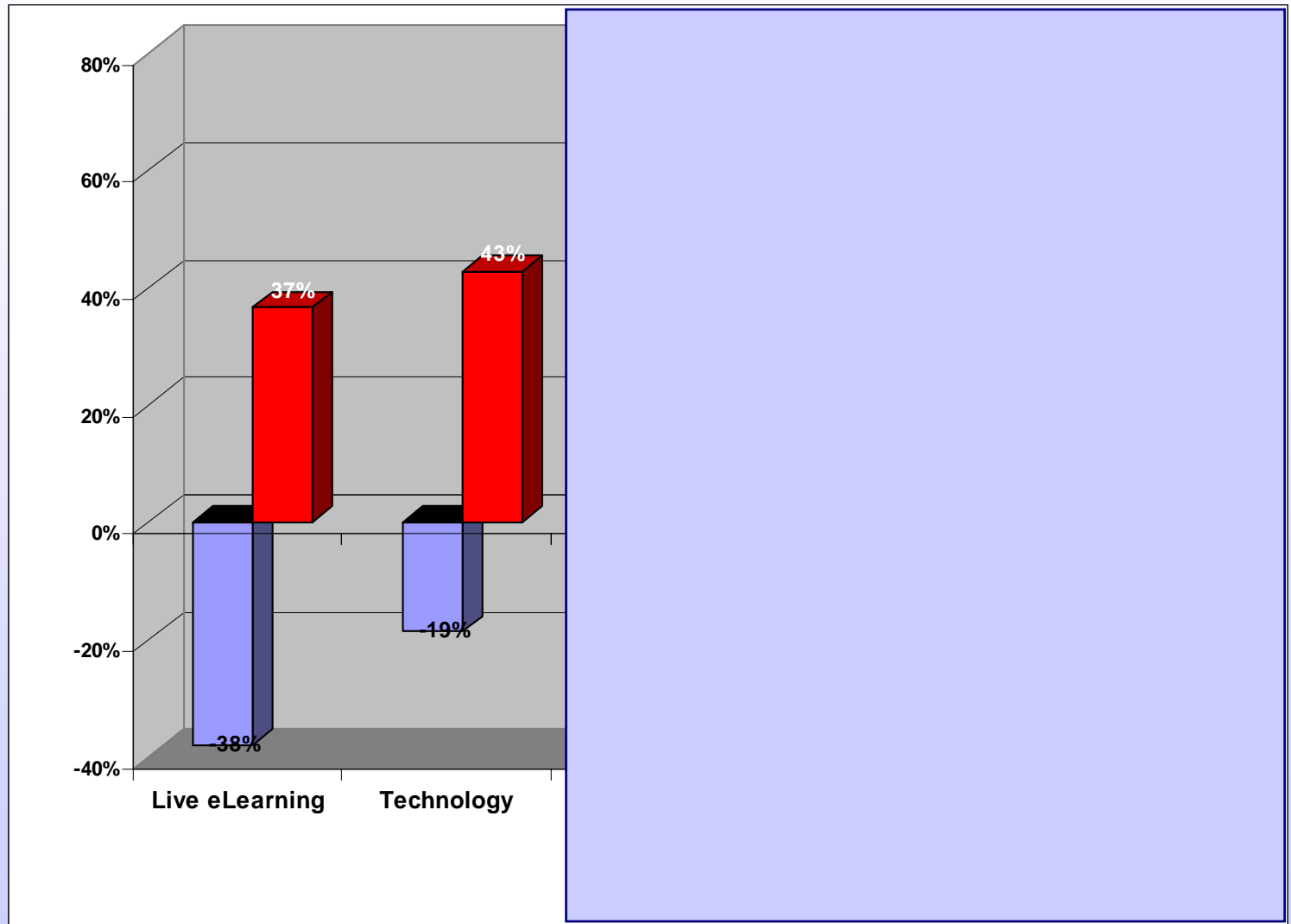


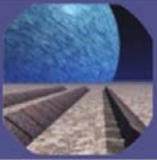
# Insight: Value change indicator and value at risk indicator



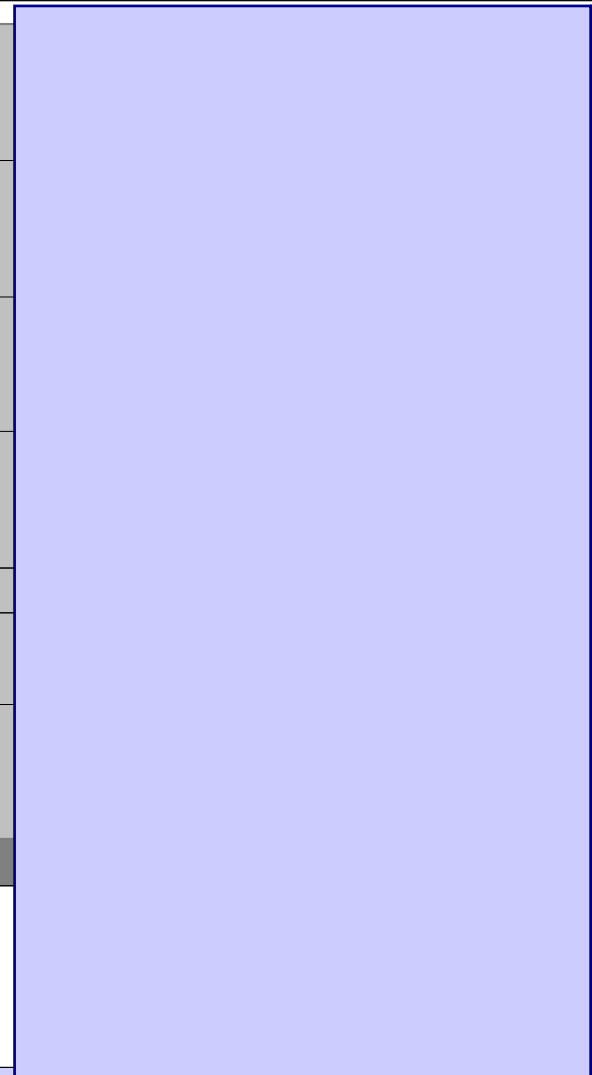
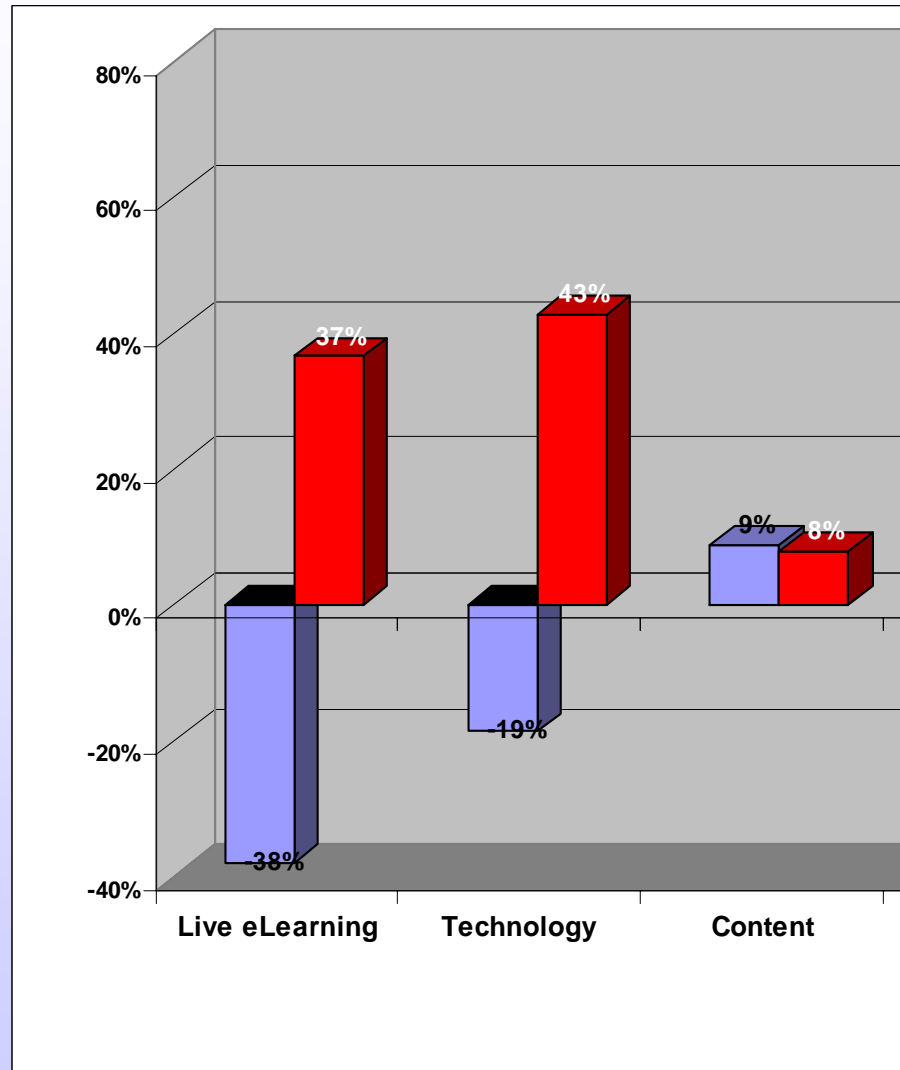


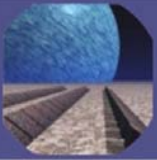
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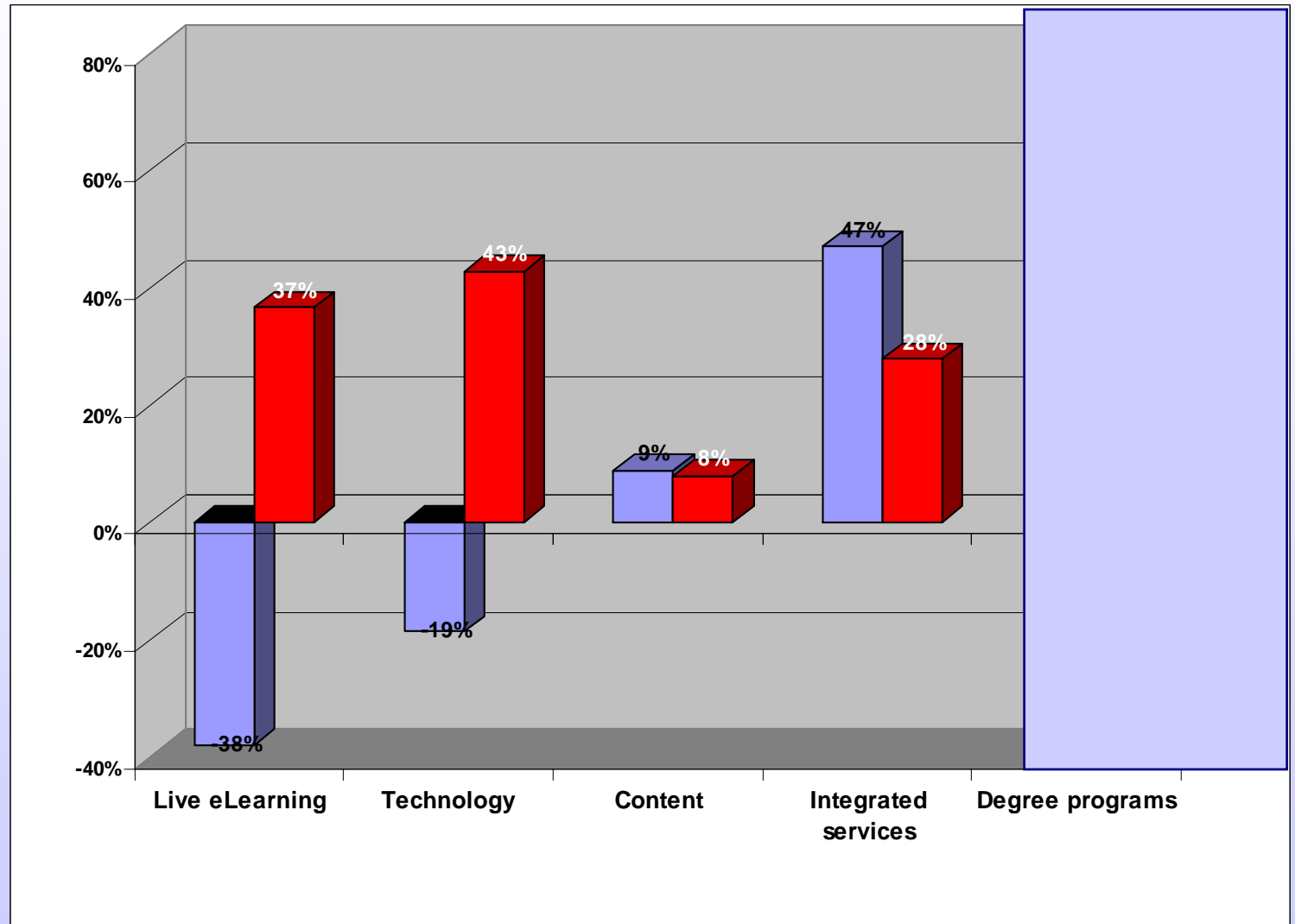


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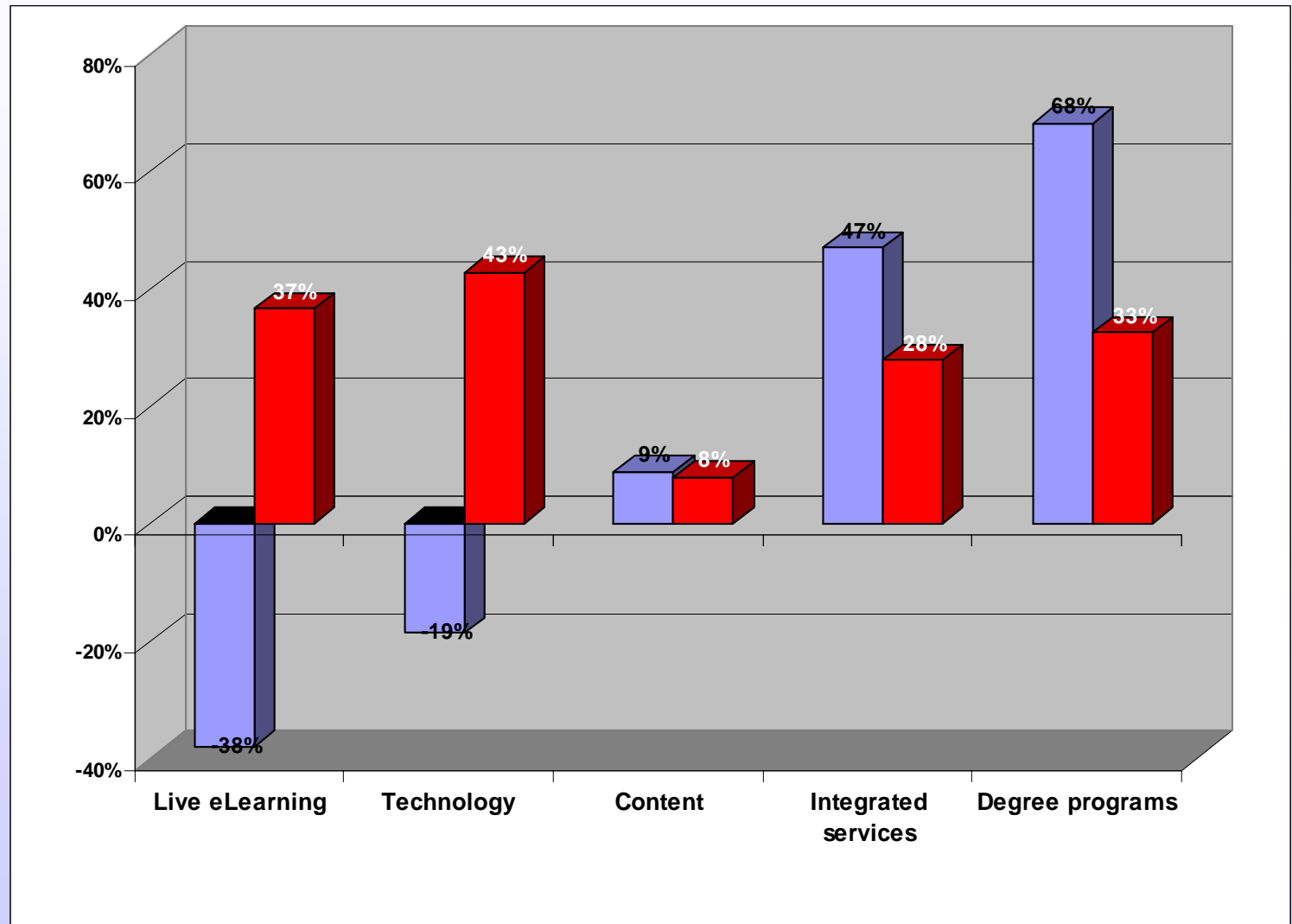




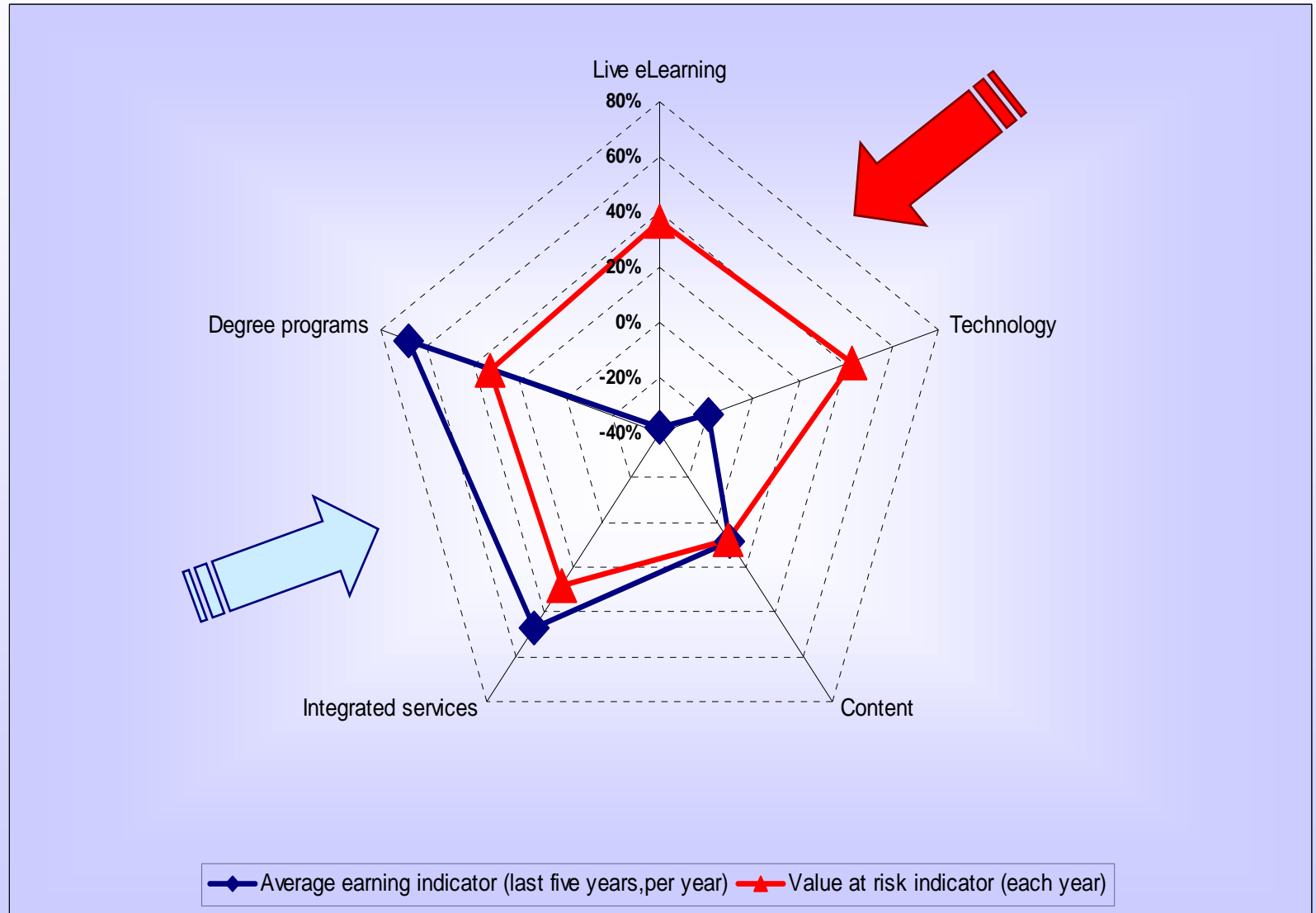
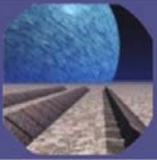
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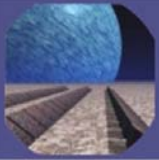


# Value change and value at risk - compendium



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- ✚ Key trend and prediction
- ✚ Market approach



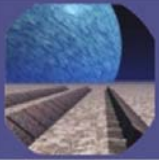
# Key Trends and Predictions

## ✚ The E-learning Market: Key Trends and Predictions ([www.trainingmag.com](http://www.trainingmag.com) )

- ✚ E-learning is becoming part of knowledge management.
- ✚ The outsourcing of all or portions of important business processes, including e-learning, continues.
- ✚ Rapid e-learning is the fastest-growing segment of the e-learning market.
- ✚ Externally hosted LMS customers are significantly more satisfied than those that run LMSs internally.
- ✚ High-quality content is the most-important factor used to determine the success of e-learning efforts

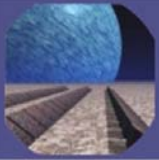
## ✚ Other predictions

- ✚ “Asynchronous Certificated eLearning” AND, on the other hand, “Asynchronous Informal eLearning” may grown very fast.
- ✚ Neither Synchronous eLearning nor “Formal but Not Certificated” eLearning grown so fast

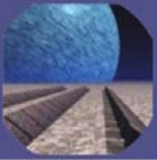


# Agenda

- ✚ Introduction
- ✚ Economics: analysis of some Wall Street 2001-2005 figures
- ✚ Key trend and prediction
- ✚ Market approach for formal eLearning







# Who is our customer?

- ~~✚ A student~~
- ~~✚ A manager~~
- ~~✚ A professor~~
- ~~✚ .....~~

- ✚ A person who want ....
  - ....
  - ...
- ✚ A reference organization that need ....
  - ....
  - ....
- ✚ Other stakeholders looking for ....
  - .....

# Demand driven by norms

## ✚ “Traditional” norms

✚ Example: Certificated professional skills

## ✚ “Non traditional” norms

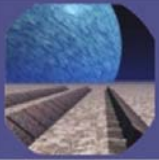
✚ Simple norm (simple in terms of organizational impact)

✚ Complex norms (in terms of organizational impact)

## ✚ Example:

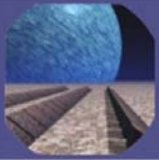
✚ Privacy, security, ...

✚ Basel 2, New IAS, Sarbane-Oxley and so on, social balance sheet norms



# Demand driven by service requirements

- ✦ Education & training related due to a new service approach
- ✦ Long – life learning
- ✦ Training related to new procedures / new systems
- ✦ Example: eGov – related education and training
- ✦ Continuous learning
- ✦ Training related to Information – Systems Migration



# Demand driven by cultural needs

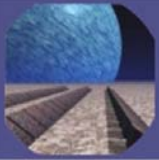
- ✚ Born from natural need of improvement
  - ✚ Unstructured
  - ✚ Not focused on specific business requirement

## ✚ Example:

- ✚ Training for foreign languages (*not due to a specific business need*)

✚ .....

✚ News



# Structured offering

- ✚ Exactly defined, in term of contents & path, according to industry needs or professional skills
- ✚ Typically delivered by blended learning
- ✚ Example: Banking – related learning *(by the way, one of the largest market for eLearning in Europe now)*
  - ✚ Training on new norms in Banking
  - ✚ Education concerning new ways of banking

## An example: San Paolo IMI ( Source: 2004 Social Balance Sheet)

Hours of learning (per person(*), year 2004)	51,7
Hours of learning (per person (*), year 2003)	40,2
In-House traditional learning - 2004	70%
In-House Distance Learning - 2004	27%
Other	3%

- Offering a large panel of different courses to a large unstructured audience (typically pure distance learning / pure eLearning)

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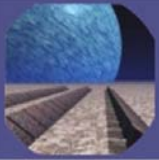
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# Kaiten Sushi model

- ✦ Kaiten sushi is a typical Japanese restaurant, named by “kaiten”: a tape conveyor that slides in the bench and/or between the tables.
- ✦ The cook timely arranges, on the kaiten (in colored saucers), small portions to the customers. ■
- ✦ The customers choose portions freely, conserving colored saucers for the bill



## + New (emerging ?) model

- It stress services integration
- It stress service-oriented approach

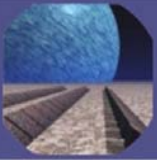
## + Require

- Integration
  - eLearning – Knowledge Management - ..... – Community services
- “Who is our customer” analysis
  - Stakeholders – oriented analysis



# Demand Vs offering

	Driven by cultural needs	Driven by services requirement	Driven by norms
Self service	Wide – market Soft skills (English / Spanish, public speaking, ECDL)		Wide-market simple norm
Kaiten sushi	soft skills (wide market and niche market)	<b>Probably the best fit</b>	Simple niche market norms Complex norms (example: Basel II)
Structured		Training to New procedures – New systems	Certificated training of standard professional skills





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# Thank you for your kind attention ...



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