



THE FOUR FREEDOMS

A New Era of Learning Technology Provision

**ELEARNING DESIGNER,
HALFORDS**

Rapid change is forcing organizations of all sizes and sectors to reinvent how they do business at an unprecedented pace.

This demands the acquisition of new skills and behaviors across the workplace in order to compete effectively. Technology plays a central role in supporting enterprise learning alongside a deeper understanding of how to motivate and engage workers confronted with radically different roles and work practices. Traditional training delivery is not enough on its own.

In turn, new approaches to the procurement and deployment of learning technology are coming to the fore. Flexibility, innovation and a radical focus on value will dominate buying decisions as organizations look for open technology that will free their workforce to learn and relearn without constraint.

“Only 34% of buyers believe traditional learning technologies can adapt to the needs of today’s workplace.”

**STARR CONSPIRACY LEARNING
BUYER 2017 RESEARCH**



Totara learning technology is designed to place organizations at the strategic forefront, empowering them to manage both uncertainty and changing requirements with resilience, while others, constrained by proprietary technology and outdated business models, struggle to keep pace and ultimately fail.

“Time is accelerating. It’s the first time in history when we’ll have no idea how human society will be like in a couple of decades... what the job market would look like, what kind of skills people will need.”

**YUVAL NOAH HARARI,
AUTHOR OF *HOMO DEUS* AND *SAPIENS***

Open technology coupled with open business collaboration is the sustainable, strategic response to an unpredictable future.

HERE’S WHY.



**HR BUSINESS
PARTNER,
GLH HOTELS**



THE PROFOUND IMPACT OF DIGITAL TRANSFORMATION

Almost every organization has put digital transformation at the top of their board agenda.

Businesses are increasingly at risk, because the pace and scale of change and innovation can now happen in the blink of an eye. If you are not prepared, your entire business or market could disappear — recent examples include Toys “R” Us, Barnes and Noble and licensed taxi services. *‘You snooze, you lose’* has never been more brutally relevant. But the reality is, you can’t always plan for big change

“Digital is the main reason just over half of the companies on the Fortune 500 have disappeared since the year 2000.”

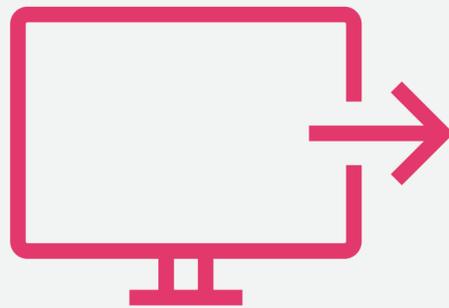
**PIERRE NANTERME,
CEO OF ACCENTURE**

because no one has a crystal ball to predict what’s going to happen, especially when looking out two, to five, to 10 years hence. Instead, businesses need flexible plans with horizons as short as 6–12 months. They must retain the ability to change quickly, flexibly and cost effectively. This has significant implications for technology vendors as procurement practice must adapt accordingly.



*No more long-term, rigid contracts.
Going forward, no one-size-fits-all.*

The value of a simplified, shared SaaS model quickly depreciates when your requirements no longer match the functionality on offer. To be successful, **organizations need technology that is inherently open, flexible and backed by a sustainable business model that is built to absorb change.**



“The way high-performing organizations operate today is radically different from how they operated 10 years ago.

Yet many other organizations continue to operate according to industrial age models that are 100 years old or more, weighed down by legacy practices, systems and behaviors that must be confronted and discarded before true change can take hold.

As organizations become more digital, they face a growing imperative to redesign themselves to move fast, [and] adapt more quickly.”

DELOITTE 2017 GLOBAL HUMAN CAPITAL TRENDS REPORT



THE EVOLUTION OF THE LMS

THE GLOBAL CHIEF PROCUREMENT OFFICER SURVEY 2018, DELOITTE



78%
COST REDUCTION



58%
NEW PRODUCTS/MARKET DEVELOPMENT



54%
MANAGING RISKS

Remain the top business strategies for procurement leaders

All technology providers are facing the same challenges.

Organizations are waking up to the fact that **current procurement practices are not delivering the returns expected.** Business needs change faster than the time taken to complete an implementation. **Rigid, long-term contracts then mean being locked into functionality that no longer matches the needs of the organization.**

The solution is abandoned and the costly cycle starts again. This is at the heart of many organizations' dissatisfaction with technology systems, but particularly with their learning management system (LMS).



“Nearly one-half (46%) of survey respondents were only “somewhat satisfied” with their LMS. LMS implementation experiences substantially affect overall levels of satisfaction.”

THE ELEARNING GUILD, CORPORATE LEARNING MANAGEMENT SYSTEMS 2016-2018



Learning management systems are abundant, but the marketplace is both confusing and frustrating for the buyer. There is very little clarity on how features, pricing models and contracting practices align to meet any one organization's needs. Many platform offers are either too narrow, too broad, too expensive or too inflexible. Combined with the persuasive tactics and unsubstantiated hype of many established software vendors, this typically leads to procurement failure.

"A clear shift in procurement focus towards innovation and value requires an acceleration in the pace of change especially in leadership, talent and innovation."

THE GLOBAL CHIEF PROCUREMENT OFFICER SURVEY 2018, DELOITTE

There must be a better way. There is.



SUPPORTED, OPEN LEARNING
TECHNOLOGY THAT PUTS CONTROL
IN THE HANDS OF SOLUTIONS
PROVIDERS AND CUSTOMERS.

A SOLUTION THAT DRAWS ON
THE COLLABORATIVE POWER
OF A GLOBAL COMMUNITY OF
INNOVATORS WITH SHARED GOALS,
BUT DIFFERENTIATED NEEDS.

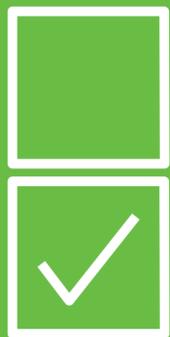




FOUR STEPS TO FREEDOM



Totara is dedicated to transforming the learning technology marketplace by offering learning solution providers and organizations a powerful, flexible, innovative and open software platform on which to deliver workplace learning in the way that best suits each solutions provider, each organization and each learner.

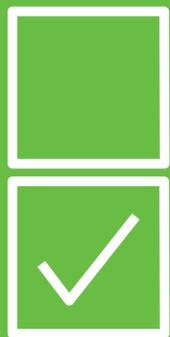


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The control is in their hands. The organizations and learning solution providers are closest to their unique needs. They know best when those needs change. Totara frees them to respond quickly and without constraint.

This is a positive and necessary disruption to the status quo.



**L&D MANAGER,
AG BARR**



Totara is founded on four fundamental freedoms that we believe will characterize all future learning technology procurement decisions.

Organizations must respond to changing workplace dynamics, new skills and work practices if they are to remain relevant in the future.

However, they are struggling to make this transition as they lack access to high-quality, supported open technology platforms.

Totara is uniquely positioned to provide solution providers and their customers with a robust, sustainable technology strategy to navigate this transition successfully.

The table below will be recognizable to anyone actively serving the corporate learning market.

STATUS QUO

- Learning 'just in case'
- Reactive, prescribed learning
- Generic solutions — one-size-fits-all
- Proprietary
- Vendor in control
- Invest and stagnate — stop and restart

NEW NORMAL

- Learning continuously 'just in time'
- Proactive, demand-led learning
- Differentiated solutions — mass specialization
- Open
- Customer in control
- Invest & adapt — cumulative benefits

1

FREEDOM TO INNOVATE

A learning technologies customer is not a consumer. You are a creator, producer, problem-solver, innovator. Open innovation is empowering. Create the platform you want, rather than being forced to compromise. Adapt to changing circumstances and future-proof your investment. Be true to your mission.

With rapid change comes the pressure to innovate in order to compete effectively. Most organizations buying software, such as an LMS, will increasingly need the flexibility to extend and integrate as part of an open innovation value chain. Proprietary software significantly reduces both the scope of involvement in the definition and inclusion of new features and, crucially, the speed at which any changes can be implemented.

In many cases, especially with SaaS-based services, there is only one size offered and very limited scope to meet a unique

customer requirement at a reasonable cost and speed of implementation.

With a rich level of configuration options, APIs and open access to source code, open technology empowers a solution provider to precisely meet a specific need, within the desired time window.

Access to added-value functionality and plugin services available from a global network of skilled partners can enable them to meet a regional or sector-specific market demand that is otherwise left unserved.



“Today’s learning ecosystem is about having it all, but not from one technology or vendor. L&D is beginning to understand that the organization doesn’t need everything in one system from just one vendor – they’re selecting platforms and systems that align with strategy and fulfill learning goals.”

**STARR CONSPIRACY LEARNING
BUYER 2017 RESEARCH**



2

FREEDOM TO SAVE

Get rid of expensive software licensing and locked-down contracts. Save up to 80% of your total cost of ownership compared to other leading enterprise-class learning platforms. Maximize your budget and invest where it really counts – your learners.

Solutions based on Totara technology are likely to be significantly lower in Total Cost of Ownership terms than any comparable proprietary software platform. This results in budgets being focused on the key points of difference that will turn an average-performing solution into a powerful agent of transformative change for an organization. Business risks are heavily reduced too.

Crucially, when needs change, then investment can be readily redirected without wastefully throwing away a whole platform and starting again.

Indeed, in many cases having multiple LMS instances is a more effective solution for varied target audiences. Each implementation can be differentiated to meet specific needs, while still enabling global oversight. Also, where open-ended audiences need to be served, then Totara technology and its cost-efficient subscription model will support your business case as it scales.

Everyone wins. Except maybe traditional, proprietary LMS providers. They lose.



“43% of organizations have two or more LMSs in place. It would seem that if you need more than one LMS, you really need more than one LMS.”

STARR CONSPIRACY LEARNING BUYER 2017 RESEARCH



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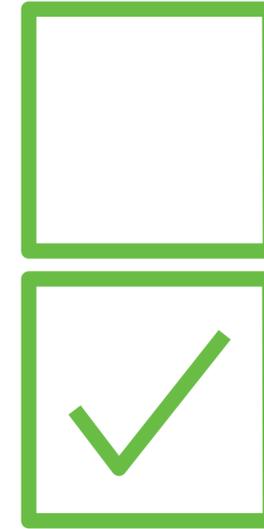
FREEDOM OF CHOICE

With Totara it's not 'one-size-fits-all'; it's 'what solution suits you?'. Our global community of solution providers offers you a real choice of value-added expertise. You get all the freedom, flexibility and benefits of Totara with the attentiveness and personalized service of your chosen Partner. Unlike others, we think customer freedom is a good thing.

Because needs do change, and will only do so more frequently in the future, then an organization can turn to different expertise and services offered by Totara solution providers while retaining full control over their platform.

There are various options open to them:

- **Switch from one Totara solutions partner to another to tap into alternative skills or service offers**
- **Collaborate with more than one Totara solutions partner to access complementary services**
- **Bring the Totara platform in-house to be supported by internal teams**



YOU CHOOSE.



4

FREEDOM TO LEARN

Our open and flexible platform enables you to embrace change and create engaging learning experiences. Deliver seamless on-brand learning environments, improve teamwork, manage regulatory compliance, and harness social learning. Whatever your needs are, you can be sure Totara can meet them.

The freedoms to innovate, save and to choose are all designed to ensure the whole Totara ecosystem is fully focused on meeting the needs of the learner. That is, after all, what we are all here for, isn't it? To design and deliver engaging, highly effective learning experiences that underpin the performance and productivity gains an organization needs to stay competitive and succeed in their chosen market. The pressures have never been greater.

The workplace is going to change beyond recognition for many sectors, if not all. Learning technology is an essential catalyst to help the human workforce adapt effectively. To learn continuously. To acquire new skills. It empowers us to deliver learning whenever, and wherever it is needed, personalized to the individual. At scale.



“In about 60% of occupations, at least one-third of the constituent activities could be automated, implying substantial workplace transformations and changes for all workers.”

**MCKINSEY REPORT NOVEMBER 2017,
WHAT THE FUTURE OF WORK WILL
MEAN FOR JOBS, SKILLS, AND WAGES**

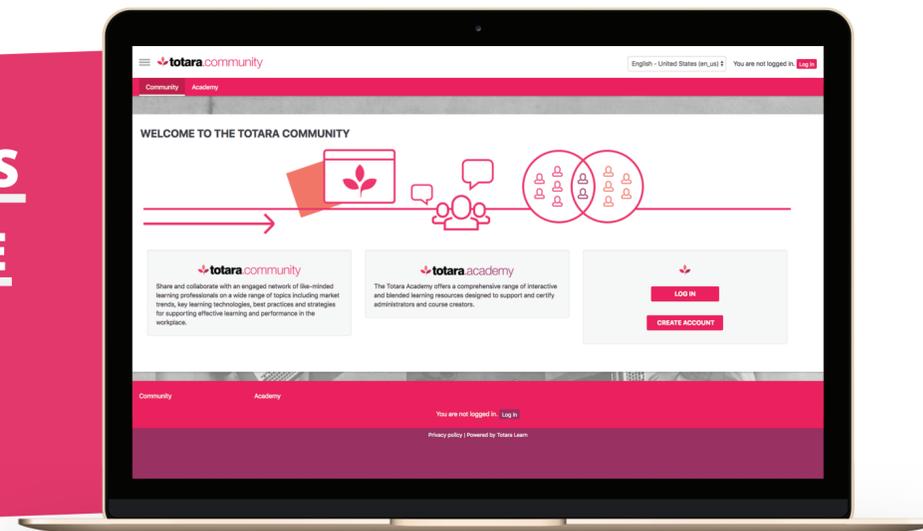




Joining the Totara Community means becoming a positive agent of change.

Collaborating and sharing with like-minded learning professionals from across the world, all of whom are dedicated to becoming a leader in harnessing learning technology in ways that support their organizations through what will be a long period of continuous and uncertain change.

**THE FREEDOM TO LEARN IS
A HUMAN RIGHT THAT WE
WANT EVERYONE IN THE
WORKPLACE TO ENJOY.**



**“The skills you need today,
are not the skills you
need tomorrow.”**

LARS HYLAND, CLO, TOTARA LEARNING



**L&D MANAGER,
GLH HOTELS**





THE TRANSFORMATIVE POWER OF TOTARA

*Totara Customers across the world
are finding success with Totara.*



**LMS SUPPORT ADMIN,
HALFORDS**

CUSTOMERS



Totara Learn customers include:



SONY

SHIMANO

TESCO



**LIVE WITHIN
8 DAYS**

Volvo Cars' LMS went live within **eight days** for easy assessment of 53 car technician teams.



**> 5000 OPEN
BADGES**

More than **5,000 open badges** have been awarded within Shimano's multilingual LMS.



SAVING £1M

British supermarket **Tesco** saved over **£1m** on the cost of training.



Yamaha Motor saved **30% on training** by migrating to a modern, user-friendly Totara Learn solution.



ARE YOU READY?

Here are some questions you can ask yourself to assess if your organization is ready to thrive in this new era of learning technology provision:

- Are you locked into contracts that no longer align with your business priorities?
- Are you using a proprietary learning technology that lacks the flexibility to adapt to the specific needs of your organization?
- Are your budgets demanding you to do more for less?
- Do you feel in control of the technology infrastructure driving your corporate learning strategy?

- Would you like to join a global community of learning professionals dedicated to delivering learning experiences that have a real positive impact?

Our learning platform is your learning platform.

JOIN US AND HELP SHAKE THINGS UP.



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ABOUT TOTARA

Totara is rapidly transforming the learning technology software market by giving organizations worldwide the freedom to learn.

Our products include Totara Learn, a functionally rich learning management platform and Totara Social, an enterprise social learning network designed to foster collaboration, communication and knowledge sharing.

Totara's products are open source, highly flexible and bring powerful freedoms to all organizations with formal and informal learning needs, both within the workplace and the extended enterprise.

They are used by many industry sectors, including finance, retail, energy, health, government and not-for-profit organizations. Customers range from small to large multinational corporations - a testament to our cost-effectiveness, flexibility and scalability.



**LMS LEAD,
WELLINGTON HOSPITAL, CCDHB**



THE TOTARA ECOSYSTEM

Totara has built a worldwide network of learning solutions providers and organizations who use Totara technology to manage and deliver learning to millions of workplace learners.



TOTARA PRODUCTS



Totara Learn is a flexible, open learning management system (LMS) that gives organizations the freedom to learn.

Deliver training and performance appraisals anywhere, anytime. Improve engagement, ensure compliance and achieve breakthrough results across your organization and extended enterprise. As an open source learning platform, Totara Learn is fully customizable, enabling you to make it your own. You are free to integrate and extend to suit your timescale and business needs.

With Totara Learn you to take full control of your content, performance management, learning management, platform configuration and reporting. Why compromise?



Totara Social is a powerful enterprise social network (ESN) that enables your teams to come together, collaborate on projects and capture expertise for faster, smarter working.

Your organization already has multiple informal networks that you don't necessarily know about - the bulk of knowledge transfer happens this way. But when knowledge is shared and different teams mix, ideas flow, creating new and surprisingly different ways of learning and improving workplace performance.

Bring the power of social media into your organization, safely, securely and productively.

