E-BOOK

Transform training forever

How to provide engaging learning programs in Virtual Reality

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STRIVR

New expectations from the modern learner

The new learner was raised on technology, expects instant access to information and thrives in a work environment with robust career development options. Employees across generations value career development more than ever before, with 87% claiming it's highly important to them in their jobs.[1]

Today's employees are looking to their employers to help them build job-specific, interpersonal and confidence-building skills so they can elevate performance and succeed. Yet, recent research by Deloitte reveals that only 36% of those new to the workforce feel they've been given the skills and knowledge they'll need to thrive in their roles.[2] Talent development leaders are under pressure to provide the training that will support individuals and positively affect overall culture. Learning and Development (L&D) organizations are becoming a pivotal player in driving innovation and growth in the organization.

At the same time, organizations need to scale up learning quickly, with less time available to train on the job, and a competitive need for employees to be as efficient as possible from day one. One-on-one training, albeit effective — especially if you have an excellent trainer onboard — simply isn't realistic for most companies, and it's definitely not scalable.

> **As the rate of skills change accelerates across both old and new roles in all industries, proactive and innovative skill-building and talent management is an urgent issue. What this requires is a [talent development] function that is rapidly becoming more strategic and has a seat at the table."**
>
> World Economic Forum

Immersive technology such as virtual reality (VR) enables a fundamentally better way to properly equip employees to excel at their roles and prepare for high-stakes situations. The real-world simulation VR provides creates real-world behavioral change in the workplace in areas of onboarding, training, upskilling and retention. And along with this comes the promise of virtual reality unlocking unprecedented data-driven insights about learners' performance.

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1 Source: Gallup, "Millennials Want Jobs to Be Development Opportunities," June 30, 2016

2 Source: Deloitte, "The Deloitte Millennial Survey 2018"

It's time to reinvent training for the way people actually learn

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" **31% of the U.S. workforce does not receive any formal job training... For those that do, 43% say it is ineffective."**

Source: Ipsos (2017) for Axonify

It has long been a conundrum for organizations: employees can't get good at something without practice. Books, classes, lectures, quizzes and homework can never adequately prepare workers for how to respond when face to face with a customer or making quick decisions in a real-life scenario.

But true-life practice can be risky and expensive. And putting unskilled trainees on the floor or in front of real customers runs a big risk of negative brand impact.

To further complicate things, training can be logistically challenging to orchestrate, and can disrupt business beyond simply taking employees away from their jobs. The status quo of training today rarely involves doing, but instead typically involves lobbing information at employees and hoping it sticks — a training scenario no one is crazy about, least of all the employees.

Immersive learning, especially in virtual reality, proves there's a new way: a training model that doesn't force employers to choose between scalable learning and effective learning. With VR, recruiters can give candidates a way to visualize themselves working for a company. Immersive learning can speed up onboarding by giving employees instant familiarity with their new work environment and culture. Immersive learning is highly effective for on-the-job training — not just new training but ongoing and repetitive learning throughout an employee's career. It's a scalable, consistent and efficient way to train on safety procedures and for customer empathy.

Measurable impact

Successful leaders will be those who can measure both the learning benefits and the business impact of their efforts. Collecting data on training programs is critical to that metrics-gathering. The current state of L&D creates mainly qualitative feedback. In fact, employee survey results are the biggest way most companies today measure learning, followed by attendee ratings of their own satisfaction following instructor-led classes.[3] These are highly subjective metrics. Thanks to the data-collecting ability inherent in virtual reality, businesses can better map their L&D efforts to actual quantifiable results and business benefits. Immersive learning is the path to such measurable results.

Immersive learning delivers measurable impact. Working closely with some of the largest companies in the world, our team of data scientists has seen training times reduced by 40%, customer satisfaction scores increase by 10% almost immediately and a 100% increase in the number of employees feeling better prepared for their jobs. This approach has also delivered more effective learning experiences, with test scores increasing by nearly 20% after immersive training and improved efficiency in the amount of time spent training — in many cases reducing sessions from hours to minutes.

> **We can gain insight into individuals' behaviors throughout training sessions, and measure how they evolve as a result of experience levels and specific scenarios presented."**
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> ....
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> Michael Casale,
> Ph.D., Chief Science Officer, Strivr
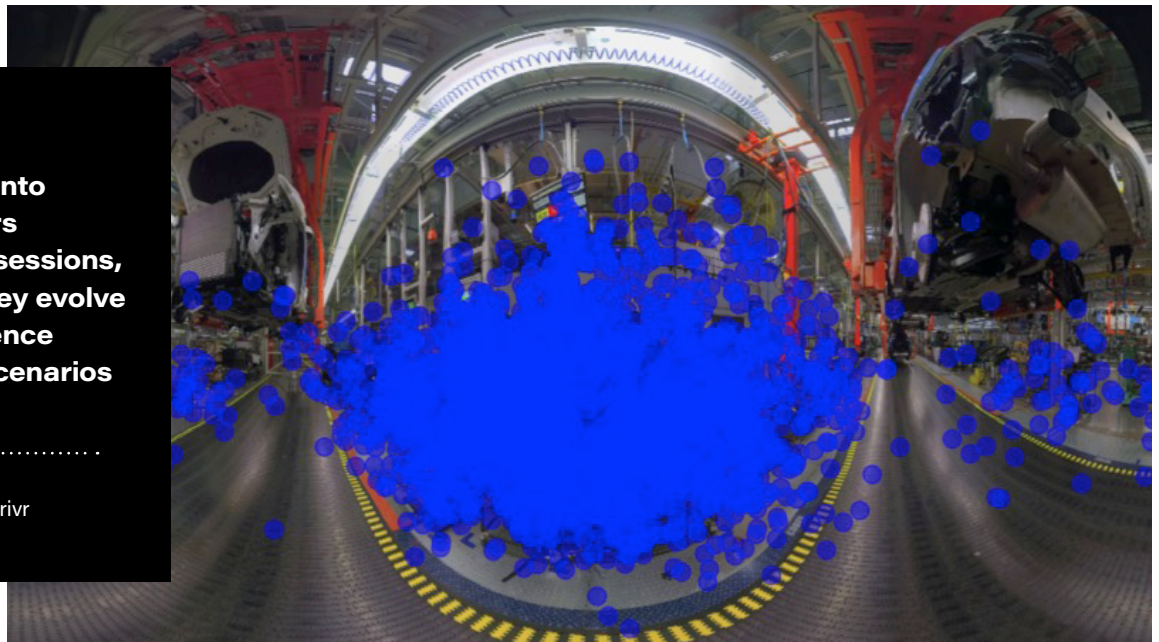
Understanding users' attention

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3 Source: LinkedIn, Learning Workplace Report 2018

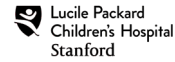Here are some of the success metrics Strivr customers have seen.

+10 %
Increased customer satisfaction
in less than 6 months

Fidelity INVESTMENTS

100 %
Felt prepared for difficult
conversations

Lucile Packard
Children's Hospital
Stanford

15 %
Test scores improved
 by 10–15%

Walmart >‹

86 % Less Time
3-hour training reduced
to 25 minutes

Nationwide®

Real-life applications

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Across major industries from power supply to food production to retail, companies are already beginning to use immersive technology to better onboard, train and retain employees. Here are some of the ways leading companies are revolutionizing their programs with Strivr's end-to-end immersive learning solution.

Operational efficiency

Retail environments have a complicated cadence. There are various areas of a store or restaurant where employees might interact with customers, and customer interactions can happen behind a counter, on the floor or even in a restroom. Even for the largest retailers in the world, where uniformity is paramount, every shift contains a trove of unknowns. And training for these unknowns can't impact operations.

For an American chain of over 2,000 restaurants, immersive learning is used to train front-line managers on how to properly manage the logistics of the entire restaurant without impacting a busy 7-day-a-week operation. The VR training includes a lifelike representation of seating areas, service counters and food prep stations for accurate and comprehensive training throughout the restaurant. Managers get hands-on and visual training of the key things they should scan for and monitor in the actual workplace.

Safety procedures

To train workers on safety, companies are often forced to interrupt business in order to give learners realistic, tactical practice. VR training puts the learners in an immersive, realistic environment where they can practice spotting hazards and making safe decisions. It provides an effective tool for influencing the safe behavior of team members, in a scalable way, without disrupting the company's operations. This is happening today in various applications across multiple industries, from the auto manufacturing floor to the conveyor belts of leading food producers.

JetBlue uses immersive learning for detailed, hands-on training for ground technicians on how to properly inspect the A320 family of aircraft, building capability through repetition so they can easily and quickly identify key mistakes on a "dirty" plane. In the commercial airline world, training ground technicians using real equipment means taking an aircraft out of commission or renting it for each session. If access to an aircraft is not possible to conduct on-the-job training, the session has to be rescheduled to a later date. The cost is significant, both in the delay in the critical training for ground technicians and in securing an aircraft for the session. Immersive learning addresses these challenges by simulating the real-world scenario and providing access to an aircraft on demand.

> **"**
> **It's not traditional training, it's not sitting in a classroom or watching video. They feel like they're getting 1:1 training when they put on the headset. They feel like they're part of the training, and that's really connecting."**
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> ....
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> Andy Kozak, Head Manager,
> College of Technical Operations,
> JetBlue University

Employee onboarding and development

Before ever stepping into a new work environment, immersive learning enables learners with first-person experience on the job site. By placing them in scenarios that will quickly become familiar in their role, they begin to acclimate to their new positions and absorb company values. The immersive learning experience can be used to speed up employees' familiarity with their new environment before they're thrown into the mix, allowing them to make mistakes during training without putting themselves at risk, wasting materials or jeopardizing expensive equipment. It's also a tool for ongoing learning in the workforce.

At a leading Engineering, Procurement and Construction (EPC) contractor that provides construction solutions for the power delivery industry, immersive learning is used to train new hires on themes of safety, quality, production and culture. Learners observe safety meetings, visit job sites and experience a plan review with a crew. Then, they're tested on what they learned before having to perform the job on their own. The overriding message of the VR training is to instill a company ethos that supports a culture of learning and teaching without ever compromising safety.

Customer service

Customer-facing employees aren't simply genial faces of your brand. They're in a position where the ability to practice critical thinking, quickly, determines the customer experiences that can directly impact your business. Their ability to quickly assess each customer's needs relies on communication skills, empathy and emotional intelligence — all things that can be taught.

Fidelity Investments leverages immersive learning to help customer-facing employees practice interactive skills in highly realistic, true-to-the-workplace environments. Throughout the training, a learner is "transported" between a call center, for example, and the living room of the customer on the other end of the line. The employee has an opportunity to experience the call from the customer's point of view, witnessing their environment, facial expressions and personal perspective. Building empathy begins with understanding all of these things about an otherwise faceless person on the other end of the line.

> **If you watch the employees during VR training, you'll see physical reactions — you don't get such visceral reactions during classroom-based, role-playing exercises."**
>
> Adam Schouela,
> VP Emerging Technology, Fidelity

Handling difficult conversations

For employees on the front lines, interfacing with customers can involve plenty of tough conversations. And for managers, learning how to communicate with various personality types, under varying conditions, is critical. Interpersonal skills and leadership tactics can be practiced so that employees begin to recognize and respond to situations in appropriate ways that diffuse problems and circumvent tricky situations.

Walmart is using immersive learning for this purpose, helping store managers practice tough conversations with employees who are habitually late or lack the skills to handle customers gracefully. In addition, the retail giant is introducing immersive training modules that allow associates to practice inclusive conversations with people of all races and genders.

Emergency situations

Training store workers and other types of associates how to react in rare emergency situations such as store robberies has always been tricky. You can present them with a list of protocols, and even conduct role-playing exercises, but it's impossible to predict how one might react in a real-life emergency situation — except with virtual reality.

Verizon uses immersive learning to create realistic training for retail store employees on situations such as armed robberies that have traditionally been extremely challenging to teach to. Giving employees a real-time experience of an armed robbery allows them to experientially go through the critical steps of de-escalating a high-risk moment.

Verizon employees report 97% learner satisfaction with immersive training, and more importantly, 99% say they feel better prepared for the chance of a robbery. Verizon is expanding its training to all of its retail stores and 22,000 employees.

" **It's one thing to talk about safety and security for your employees. It's another to bring that idea to life. Feeling safe and secure in your workplace is integral to the decisions people make about where they're going to come to work."**

Michael Mason, Sr. VP & Chief Security Officer, Verizon

These are just a few real-life examples of companies customizing immersive learning solutions to their needs, but the potential goes way beyond this handful of use cases.

Redefining employee engagement, one learner at a time

" **This is one of the most valuable trainings that I've experienced here. It makes me feel safe."**

Urooj Khalid, General Manager, Verizon Store

It's not just business outcomes being positively defined by immersive training; it's the experience of employees and the new company culture that's cropping up from that.

As post-deployment surveys show, rave reviews often pour in from employees experiencing this new way of learning. Not only are they developing the skills they need to do their jobs well, but they're gaining the confidence they'll need if faced with a difficult, rare or dangerous

situation. Learners are getting innovative training experiences, but more importantly, they feel equipped to handle anything they might encounter on the job.

At Walmart Academies, employee satisfaction was 30% higher in employees using Strivr, with 70% of students scoring higher. At Lucile Packard Children's Hospital at Stanford, 100% of employees felt prepared for difficult conversations after completing Strivr training.

The science behind Immersive Learning

So why is VR-based immersive learning so impactful?

We've long known that *learning by doing* is more effective than learning by watching. Situational immersion provides one of the most effective approaches to learning today, and after 20 years of research on immersive technology and behavioral science, there are a number of reasons why.

VR provides real-world behavioral change. Extensive research shows that VR provides sufficient perceptual fidelity to allow the brain to strengthen the connections critical for driving real-world and on-the-job learning behaviors.

" I hear and I forget.
I see and I remember.
I do and I understand."

Confucius

VR engages learners at new levels. In an interaction-rich environment like VR, learners engage by default and receive immediate feedback as they apply the skills they're learning.

VR enables repetition learning anywhere, anytime. On-demand repetition training helps improve long-term retention.

VR is the safest way to immerse learners in an exact environment, making it possible to re-create dangerous, expensive and rare scenarios, virtually, at far less expense, risk and impact on day-to-day business.

VR data lets you know what you don't know — and more. By capturing far more signals than traditional learning, it helps trainers understand attention and proficiency.

With this unique data, behavioral scientists can identify which learners and learning modules are successful, and which require more time spent in repetitive lesson. Over time, this feedback allows the trainer to customize, adapt and refine more effective training experiences.

Strivr, elevating performance through immersive experience

Ultimately, VR gets learners closer to reality than any other training medium, with less risk and expense.

Incubated in the Stanford University Virtual Human Interaction Lab, Strivr transforms the way organizations train and develop their workforce using immersive learning.

Co-founders Derek Belch and Jeremy Bailenson, a Stanford University Professor of Communication and one of the world's leading VR researchers, first teamed up in 2015 to experiment with VR as a tool for training football players. With sports as a proving ground, Derek and Jeremy then turned their focus on how immersive technology could improve learning from the athlete to the enterprise.

Today, leading Fortune 500 companies and elite sports organizations use Strivr to create, experience and analyze immersive experiences in virtual reality to improve engagement, performance, retention, customer service, safety and operational efficiency.

They leverage Strivr's end-to-end solution, drawing on the expertise of learning experts, instructional designers, data scientists, solutions architects, immersive content specialists and a robust customer success team. As Strivr continues to grow and expand its footprint, it holds true to its mission of elevating performance through immersive experience.

To learn more, visit our website www.strivr.com or contact us today info@strivr.com.

Built on 20 years of research from the Stanford University Virtual Human Interaction Lab, Strivr is using immersive technology to transform the way we learn."

Jeremy Bailenson,
Strivr Co-founder and Managing Director of the Stanford Virtual Human Interaction Lab

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