

**THE NEW EQUATION:**

**INTEGRATING A BEST-IN-CLASS  
LMS FOR TRUE BUSINESS VALUE**

A Plateau®/Knowledge Infusion White Paper

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Knowledge **INFUSION**®



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## EXECUTIVE SUMMARY

*The need to increase workforce productivity is transforming the way companies view learning management. As organizations strive to maximize their workforce performance, learning management is becoming a top priority for both HR and business leaders.*

No longer is learning just applicable to corporate training departments. Today, it's an essential component for driving business operations performance.

Companies that stand to gain the most are those that tie their learning management strategies and tactics beyond the various HR activities—such as performance tracking, career development, and succession planning—and integrate learning with enterprise business operations to increase revenue, customer satisfaction, and overall company results. System integration, not interfaces, is critical to drive true business value.

Best-in-class learning management systems have emerged as an ideal solution for many companies. The assumption that a learning management system from an existing ERP vendor is easier to integrate is just that: an assumption. A best-in-class LMS is just as easy to integrate with an ERP system, and in many cases it is even easier to integrate learning management from a best-in-class LMS vendor. Best-in-class learning management vendors such as Plateau are delivering more complete functionality, and robust integration technology, coupled with advanced Web technologies, to help organizations gain the most value from their LMS by integrating learning across the enterprise.

This paper is targeted at all those involved with the roll out of an integrated LMS, including chief learning officers, training managers, HR managers, IT professionals and line of business leaders. It examines the role of learning management as a key driver for increasing workforce productivity; the difference between true integration and interface; the reality of integrating a best-in-class LMS with an ERP system; and the steps for successfully integrating an enterprise-wide LMS. It also includes brief examples from Wendy's International, Inc. and the American Red Cross, two customers currently benefiting from the Plateau Learning Management System.

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## LEARNING MANAGEMENT TODAY

### The Evolution to a Business Operations Centric Approach

*There's a fundamental shift taking place in how organizations manage their people.*

Historically, companies have focused on reducing labor-intensive tasks, and automating traditional HR functions including payroll, benefits and attendance tracking to increase efficiencies and reduce costs. Yet people continue to be the most expensive asset for most organizations. As a result, improving workforce productivity has never been more critical.

As it has for nearly two decades, information technology remains the key enabler. Traditionally, HR departments have focused their IT efforts on automating non-strategic, transactional processes (e.g. payroll and benefits administration), primarily to save time and money.

Today, organizations need to go beyond automating traditional HR processes. To further drive workforce productivity and business performance, organizations must take a business operations centric approach to managing people. Learning management and competencies/skills management is critical to developing organizational capabilities. Learning must be tightly integrated with employee performance and development, and correlated with improvements in critical operational metrics (See Figure 1).

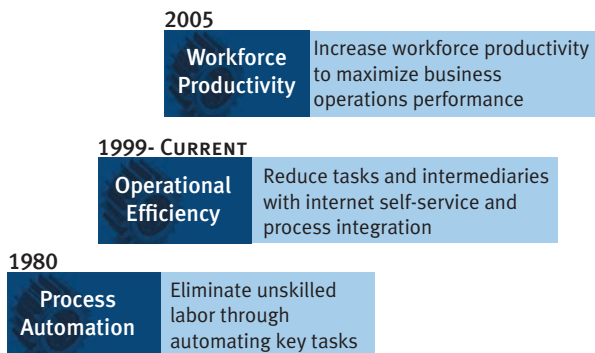


Figure 1

### Integrating Learning Management

A key enabler to achieving greater workforce performance is integrating the Learning Management System (LMS) to other enterprise-wide systems. Why? Because incorporating learning throughout the enterprise drives employee performance to new levels, which can have a dramatic impact on the bottom line. By leveraging data across the organization, a company can tie learning to its various HR activities, such as performance tracking, career development and succession planning. But equally important, if not more, is the ability to tightly link learning initiatives with key business operations to increase revenue, customer satisfaction and overall results.

For example, a company can integrate learning applications into its sales force automation (SFA) system to increase staff product knowledge and improve sales. Or tap into its customer relationship management (CRM) process with online tutorials that help employees respond more quickly and accurately to customer service issues.

By integrating learning with business operations across the extended enterprise, organizations can proactively transfer knowledge to increase productivity and gain competitive advantage. To that end, it's important to measure and demonstrate learning management's impact on the business. The challenge is utilizing the proper tools and technology to do so.

### ERP Versus Best-in-Class

When it comes to implementing a learning management system, companies can select either an ERP or best-in-class solution. At a high level, an ERP vendor offers broad functionality on a common technology platform to manage multiple parts of a business (e.g. human resources, finance and manufacturing). A best-in-class supplier, on the other hand, typically delivers deeper functionality for a specific business function, in this case learning management.

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## THE “I” WORD: INTEGRATION DEFINED

Many companies today view best-in-class learning management systems as the better alternative, realizing they can enjoy greater functionality that integrates just as easily—and tightly—with their existing ERP technology. It makes sense for organizations seeking to optimize learning management across the enterprise and increase their return on investment. Best-in-class solutions are more nimble and built to integrate with other systems, enabling an organization to quickly adapt to changing business environments.

### Why Companies Must Integrate

The bottom line is, for companies to succeed in today’s rapidly changing and competitive marketplace, they must increase workforce productivity and optimize organization-wide talent. With rapidly changing skill sets and job requirements, this becomes an even more difficult challenge for organizations.

Therefore it is imperative that companies integrate a highly functional LMS across all facets of the business. It’s not a question of if an organization needs to do this, but rather when and how.

*Learning management has become a key driver for companies seeking to increase workforce productivity and business performance.*

### Integration Versus Interface

From the start, it’s important to understand the difference between “integration” and “interface” – and more to the point, that ***an interface is not integration.***

Below are the dictionary definitions:

- **Interface:** a point at which two or more independent systems interact
- **Integration:** the combining and coordination of separate parts or elements into a unified whole

Often, what a software vendor refers to as integration is actually an interface. When applications are integrated, they are transacting data from the same logic, procedures and process foundation. With an interface, data is imported and exported, but there are no inter-system transactional capabilities because the systems or components do not operate with the same logic, procedures and processes.

While interfaces provide a level of increased functionality for the short-term, they minimize an organization’s ability to adapt quickly as their business or industry changes. Integrated systems, on the other hand, provide immediate and long-term functionality and flexibility to serve a company’s current and future requirements.

In the past, most integrated applications were developed together by the same vendor. Today, newly developed applications from one vendor can integrate seamlessly with existing applications from another vendor. Most important is the depth of functionality and a common view of shared data.

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## THE TRUTH ABOUT BEST-IN-CLASS

### Types of Integration

There are three types—or levels—of integration for organizations to consider when deploying their learning management solution:

- **Level 1: Common Data** – Simplest form of integration whereby the LMS shares basic HR data (e.g. name, address, position, etc.) with other applications throughout the organization, using LDAP.
- **Level 2: Across Human Resource** – Horizontal integration that links learning management with other HR functions, such as training, performance management, competency management, and succession planning.
- **Level 3: Business Process** – Vertical integration that leverages learning management beyond HR and ties it to enterprise-wide business processes to further drive operational performance.

Realizing the greater value of true business process integration, many companies are moving in that direction. Therefore, it's critical to choose a functionally-rich LMS solution that is easy to use and integrate across the entire organization. Tighter integration through advanced Web services will continue to drive the roll out of learning management solutions.

*Integration with other enterprise-wide systems is critical to drive true business performance improvements.*

### Easy to Integrate

Companies have grappled with the complex issue of integration for years. There's also the misconception that integrating multiple systems from different vendors is much more difficult than integrating solutions from the same provider. As a result, many companies assume integrating a learning management system from their existing ERP vendor, built with the same toolset, is easier than integrating a best-in-class LMS.

The truth is that best-in-class solutions are just as easy to integrate with ERP systems—and in many cases easier. Best-in-class applications are actually designed and built to integrate with ERP systems. Most best-in-class vendors have developed sophisticated integration technology with open standards and complimentary development tools to create a truly seamless exchange of information with systems—inside and outside of the enterprise. Furthermore, the proliferation of Java, XML and Web services is making it easier to plug-and-play disparate applications.

Take Wendy's, one of the world's largest restaurant companies, for example. Realizing that its current ERP system did not sufficiently meet its training needs—particularly tracking learning across all its franchise stores—the company sought to integrate a best-in-class LMS. They required a system that was quickly adaptable to changing hierarchy structures (i.e. personnel moves) and aligned with its current architectural standards, including a Web services model. After extensive evaluation, the company determined a best-in-class solution not only offered the required and detailed functionality to meet its business objectives, but it was as easy to integrate with its existing system for additional value across the organization. (More on Wendy's in Delivering True Business Value.)

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## The Real Cost of Integration

Often, companies that integrate an LMS or other products from the same ERP vendor learn quickly that it takes as much planning, effort, and time as it would to integrate any other vendor's product. More often than not, they also sacrifice the deeper functionality a best-in-class solution delivers. As such, many LMS integration projects become more costly but produce a less functional system. This becomes the real and undesirable cost of integration.

While conventional wisdom says buying new applications from an ERP vendor will result in better integrations, the promise of integration is a myth. Just because a company is already using a vendor's ERP system does not mean its learning management system will be a quick add-on. If the ERP solution required customization, so too will the LMS.

## A Sensible Solution

The issue of selecting a best-in-class vendor versus an ERP provider for a new learning management system should not be taken lightly. When does it make sense to choose a best-in-class solution? Particularly when an organization is:

- **Seeking a strategic solution** with deeper learning management functionality
- **Trying to prove business value** through learning management integration
- **Using transactional ERP only**, versus strategic functionality
- **Needing flexibility** for implementation and upgrades independent of ERP releases
- **Wanting a quicker implementation**, as a hosted solution or without ERP dependency

Companies should look at integrating solutions that better meet functional requirements and will remain viable if the ERP backbone system changes.

*Best-in-class solutions are actually designed and built to integrate with ERP systems.*

## DRIVING TRUE BUSINESS VALUE

### Increasing ROI

Fully integrated learning management systems enable companies to meet the dynamic challenges of today's business environment. Tying an LMS to the organization's existing ERP technology and integrating it across the enterprise—at the business process level—can provide significant bottom line business benefits and yield millions of dollars in value. The key benefits include:

- Optimizing employee performance
- Increasing customer satisfaction and retention
- Increasing revenue
- Enhancing channel networks
- Reducing HR costs

Leading organizations successfully integrate best-in-class learning management systems with ERP systems to maximize business value and gain competitive advantage.

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## Lifesaving Learning: American Red Cross



With more than a million volunteers and 30,000 employees, the American Red Cross (ARC) is a nationwide network of nearly 1,000 chapters dedicated to saving lives and helping people prevent, prepare, and respond to emergencies. Annually, ARC trains almost 12 million people in lifesaving skills, so learning is critical to the organization's overall objective. To streamline and expand its public training, the organization sought to leverage technology to meet this objective. To that end, the company developed a new technology infrastructure that incorporated distance learning.

Initially, each chapter had to manage and track its own training, which made it difficult to keep all systems and data updated. At the same time, other internal groups such as Health and Safety had training requirements that weren't being met, such as delivering web-based CPR courses. After an extensive RFP process, ARC determined a best-in-class LMS was the most viable solution.

In the end, ARC selected the Plateau Learning Management System based on its highly functional and integrated technology for deploying and tracking learning across the organization for both internal and external learners. Plateau's open architecture, integration standards, security features, and usability meshed well with ARC's other systems. What's more, Plateau was the only solution that addressed ARC's specific industry requirements, such as meeting FDA regulations associated with its Bio-Medical unit.

Today, the organization's LMS is integrated with its ERP/HRMS, with data being shared across the organization in real-time for better tracking and analysis. But more importantly, the integrated LMS is helping ARC generate new revenue streams by reaching out to additional user populations with more courses. The organization no longer has to rely solely on instructors, which ultimately should help reduce costs while expanding training opportunities for the public. Surely, ARC's integrated LMS is yielding positive results for the organization. But its greatest value might be the exposure of lifesaving skills to more and more people.

## In-Store, Real-Time Training: Wendy's International



Wendy's International, Inc. is one of the world's largest restaurants operating and franchising companies with more than 9,700 total system-wide restaurants and quality brands—most notably Wendy's Old Fashioned Hamburgers. Four years ago, as part of its overall corporate strategy, Wendy's placed new emphasis on technology to support its core values, mission, and vision. The company identified operational excellence as one of its key performance indicators, and determined that training would play a significant role in achieving its business objectives.

To ensure that customers receive the same quality of food and service across all of its restaurants, Wendy's sought to improve its training and development programs for both store managers and employees. Through a mix of classroom instruction and computer-based training (CBT), Wendy's hoped to improve both the consistency of training as well as the timely delivery of training. Just-in-time training is particularly critical in today's quick service restaurant business, as menus and procedures change often. Organizations that can readily adapt to these changes have a distinct competitive advantage.

To support its training goals, Wendy's sought a best-in-class LMS that could easily integrate into its existing ERP system and across its thousands of restaurants. In addition to the rollout of real-time, online training, Wendy's needed a system that could track the certifications and training programs at each restaurant in order to better monitor each location's performance.

Recently, the company implemented the Plateau Learning Management System. By tying its LMS to corporate-wide business processes and systems, Wendy's now delivers training to more than 33,000 total "students"—including 22,000 franchise users, 9,000 company store users, and

2,000 corporate/field users. Courses, in both CBT and classroom environments, include store automation, IT training and certification, OSHA compliance, and communications. Company-owned stores have dedicated computers and DVD players, with plans for wireless access, to provide training on-site with real-time, updated content via a central network. (See Fig. 2 on the following page – Wendy’s Situational Analysis in Steps for LMS Integration).

Wendy’s LMS delivers the training needed for forecasting, food, management, and labor scheduling systems. By giving individual store managers better insight to their business, the Wendy’s integrated system enables quicker and more decisive action to improve the customer experience—and has been a key factor in driving up store profitability.

## Other Ways to Integrate Learning Management

There are many other exciting opportunities for companies to integrate their LMS with line-of-business applications and processes to drive business results. Here are just a handful of common examples:

- Onboarding** — Most organizations understand the importance of bringing new hires up to speed quickly, but coordinating a new hire experience manually is a tedious process. Integrating an LMS with corporate recruiting processes can significantly enhance an organization’s onboarding process and help transform new recruits into productive employees in the shortest possible time. A fully integrated LMS proactively delivers the appropriate orientation and learning programs based on an individual’s role in the organization, so new hires can deliver results immediately. This not only benefits the company, but also increases employee satisfaction, loyalty and productivity.

## Wendy’s Functional Integration Overview

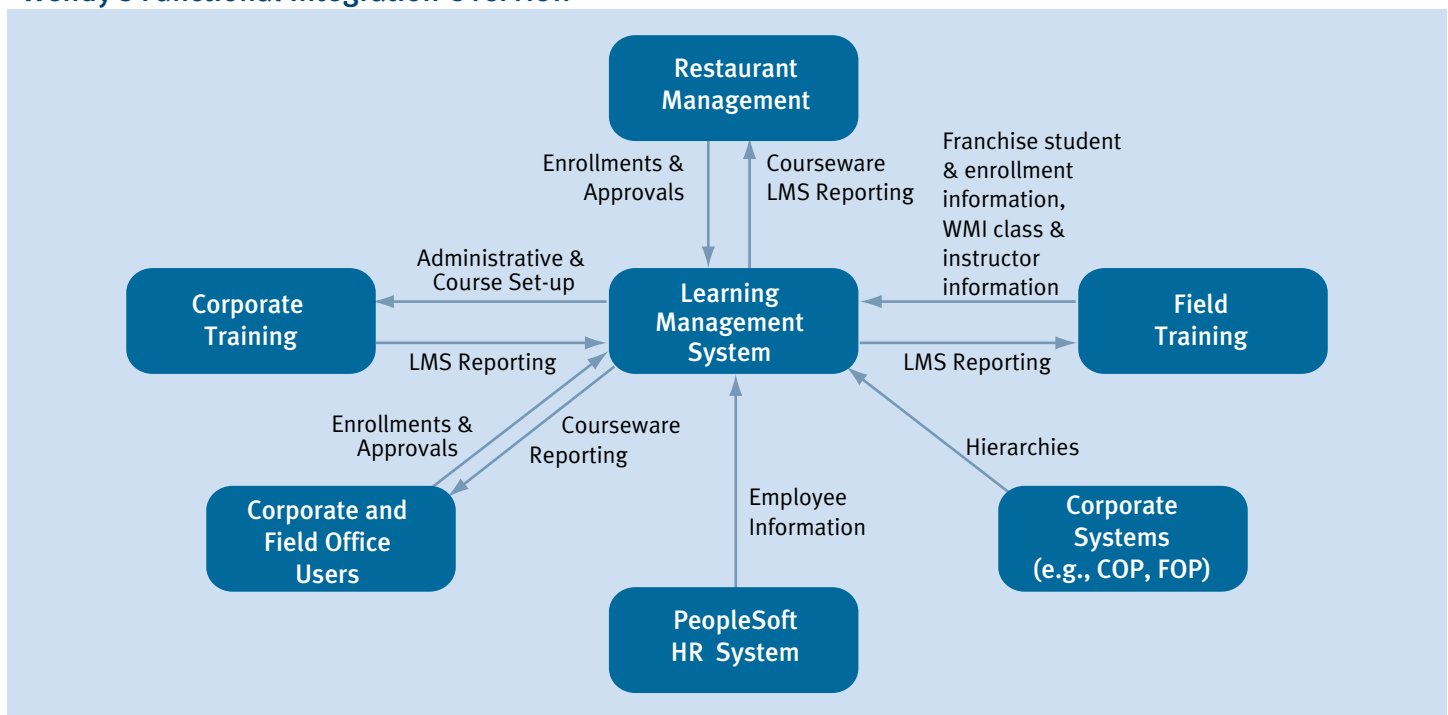


Figure 2

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- **Learning for profit** — Customers, suppliers, franchisees and other partners are increasingly turning to their vendors for in-depth training on products and services. This represents a huge opportunity to capture additional revenue from these relationships. An integrated LMS helps organizations increase revenues and maximize profits by extending blended learning outside the organization. Not only can organizations deliver training on their products and services to virtually anyone anywhere, they can also manage the learning life cycle—from planning to payment—through a seamless process and integrated system. Organizations that implement learning for profit successfully can generate significant incremental profits, further maximizing the value of the LMS.
  - **Organizational readiness** — Organizations have increasingly complex requirements for workforce planning and deployment. An integrated LMS increases organizational readiness by tracking training and competencies, and identifying performance gaps. Skills information can be integrated with workforce planning and succession planning and management, and learning plans can be developed to grow key organizational talent. Skills information can also be integrated with deployment systems to match the best resources to operational requirements, and just-in-time training can be targeted to re-deployed personnel. This improves both the development and management of key talent across the organization.
  - **Customer service** — An organization's ability to retain customers is vital to its long-term success. Integrating learning management across customer service processes ensures employees acquire the specific knowledge, skills and behaviors needed for prompt and accurate service. In a call center, for example,

if a customer service representative cannot answer a specific question and must transfer the customer to a higher support level, the LMS can automatically send an online tutorial to the initial service representative so he/she can answer such questions in the future. This type of integrated eLearning provides much more focused and immediate learning opportunities tailored to individual needs and work schedules, particularly in busy call center environments.

- **Sales training** — An integrated LMS can help companies deliver high-impact sales training programs that lead to consistent messages to the field, successful presentations, long-term relationships and more business. Working with sales force automation systems, for example, an LMS can facilitate programs that build the skills and strategies across a global sales force. Companies can trigger specific training based on the product(s) a sales representative enters into the SFA system, including product features and benefits, competitive advantages, and selling techniques. Sales reps no longer have to rely on a potentially outdated product manual from last year's sales conference. The up-to-date knowledge and training is delivered in real-time to their desktop, thus enhancing their sales success and company results.

*Companies have much to gain by integrating a best-in-class LMS with a wide spectrum of business operations.*

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## STEPS FOR LMS INTEGRATION

Integrating an LMS offers HR a great opportunity to demonstrate its impact on the bottom line, but many organizations are unsure of where to start. When it comes to maximizing the value of software, it's not just about doing it faster; it's about doing it better. It's not just about getting it done; it's about getting it deployed and used. And it's not just about integrating systems right; it's about integrating the right systems.

From the outset, companies should seek an LMS that will help them decrease time to production, reduce risk and cost of integration, and increase the quality of their overall systems. Moreover, organizations must ensure alignment at multiple levels, from shared business objectives to the processes and infrastructure that support them.

There is never a one-size-fits-all approach for successful LMS integration. Rather, it's more about creating a flexible IT platform that is adaptable to critical business processes for the specific organization. That's why integrating a best-in-class LMS with other strong ERP technology has to be considered.

### What to Consider

For many companies, best practices in learning management integration start by considering the following:

- **Workforce performance strategy** — It's not only critical that organizations have a long-term plan in place for increasing workforce performance, but that they ensure learning management strategies are tightly integrated with other systems and aligned to that plan.
- **Future mission of HR** — Learning management will continue to play an increased role in optimizing the workforce, so companies must consider the opportunities that LMS integration presents in carrying out HR's mission.

- **Alignment with business results** — How organizations link learning management with business operational objectives makes a difference. Measuring the impact that LMS initiatives have on business performance and results is essential.
- **Speed of implementation** — To prove business value, it's important to get solutions deployed and in use as quickly as possible. Therefore, organizations must consider flexible integration so their LMS does not take a backseat to ERP system changes.
- **Integrated HR business processes** — True LMS integration should seamlessly tie together independent HR functions and create processes that can be rolled out across the organization. It's imperative that organizations define their processes and how data should flow through them.
- **Technology stack** — Where an LMS fits into the IT platform and how it integrates with other components plays an important role. Companies need a solid technology foundation to deliver on their learning management promise.
- **The impact beyond automation** — As HR becomes more strategic and vital to success, companies must take advantage of LMS integration opportunities to drive additional value, beyond automation and cost savings.

To speed the integration effort, it's imperative that organizations closely evaluate and define the business operations they wish to address, as well as the flow of data and functionality to support those operations. This tends to be a more strenuous effort than the technical integration itself, but organizations who take the time to do this right will reap the benefits of a smoother LMS integration and more usable functionality.

## An Example: Wendy's Situational Analysis

The following chart (Figure 3), gives an example of Wendy's situational analysis for deploying and integrating the Plateau LMS to support its training initiatives across store operations:

PREVIOUS STATE	DESIRED FUTURE STATE	STEPS TO CLOSE GAPS
It was expensive to produce and maintain computer-based training (CBT) courses.	Self-sufficiency in authoring learning modules.	Acquire authoring tools for creating and editing learning modules.
Courses were statically defined collections of learning modules.	Courses should be a dynamically generated series of learning modules, delivered based on an individual's role, experience, and skills.	Acquire a highly functional LMS.
CBTs and training videos are run from media provided to the stores.	CBTs are executed from a hosted corporate facility leveraging learning modules both resident on the hosting service and also at the store.	Provide a corporate hosting facility.
Company stores will have access to corporate network via Hughes satellite system; franchises connect via Internet in a variety of ways.	Secure access available through any type of Internet, anywhere/anytime.	Establish secure access to hosting system for both company and franchise employees.
Courses are either self-paced or delivered in classroom environments.	Interactive, instructor-led courses via network.	Integrate webcasting technology into CBT solution, for live webcast and playback capability.

Figure 3

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## The Plateau Advantage

Companies seeking to successfully integrate and manage a new LMS require a vendor with industry-wide knowledge and expertise—not only to make right choices, but also to ensure learning solutions are appropriately tied to business results. Plateau is focused on helping customers meet this requirement.

For nearly 10 years, Plateau has delivered superior learning management solutions that easily integrate into customers existing ERP systems. In fact, Plateau’s open architecture is designed specifically to help organizations tie directly into enterprise-wide business processes in order to optimize learning management throughout the organization and drive true business value.

As a best-in-class vendor, Plateau has a deep understanding of learning’s role within an organization and how it can help companies achieve higher levels of business performance.

### *Plateau Learning At-A-Glance*

Plateau Learning enables organizations to increase workforce productivity and performance by delivering just-in-time learning tied directly to job competency and skills requirements.

With Plateau Learning, organizations can manage all of their learning activities. Organizations can identify training requirements, define and develop courses and content, deploy learning across their extended enterprise and track its completion.

Plateau provides scalability, change management and administration capabilities to support the most demanding customer environments. Plateau software has been deployed at over 200 organizations. Many of the world’s most successful enterprises such as American Red Cross, General Electric, Internal Revenue Service, and Wendy’s International are using Plateau to increase the productivity of their employees and partners.

### *Best-in-Class Learning Functionality*

Specifically, the best-in-class Plateau Learning Management System (LMS) enables organizations to manage training across the extended enterprise. Organizations can identify training requirements, deploy learning across their extended enterprise and track its completion.

The Plateau Learning Management System helps companies:

- **Deliver training to anyone**, anywhere throughout the organization
- **Define and assign competencies** by job role and/or individual
- **Maintain records** of training delivered for compliance purposes
- **Deliver tests and exams** to assess knowledge and provide certifications
- **Distribute training scheduling** and administration with a single centralized application instance

In addition, the Plateau LMS integrates with two other key products: Plateau Team Content LCMS which provides easy-to-use collaborative authoring capabilities for subject matter experts; and Plateau Virtual Learning System, an e-learning delivery platform that provides interactive live instruction to learner desktops via a simple web browser.

Plateau enables customers to adapt applications to their specific environments and business processes. Workflow, data fields, and administrative access can all be configured and changed without programming. Robust authoring tools enable users to easily create and modify applications, while the user interface can be personalized and branded to support different users and workgroups within the organization.

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And because the Plateau LMS scales quickly to accommodate any business and easily integrate into existing infrastructures, it gives customers significant time-to-market advantage.

### ***Superior Integration Features***

Plateau provides deep functionality for learning management leveraging an open, web-based architecture for ease of integration and adaptability.

- **Proven J2EE Architecture** – Plateau is built on proven J2EE technology. In fact, Plateau delivered a complete J2EE web-based application in 2001, years ahead of any other learning management company. In addition to providing native support for open internet standards, access to all information and data in Plateau applications is accessible via web services by any other application.

Plateau has been architected with robust security and scalability for the most demanding enterprise learning environments. It also supports multiple hardware and operating system platforms and so will run on currently installed technology infrastructure.

- **Integration Standards** — Plateau applications support leading integration standards to interoperate with other applications, and can be accessed by any web device with a browser. With Plateau, there is direct integration across multiple applications to support an end-to-end business process. These integrations occur between applications within the organization, but may also be extended to include customers, partners or suppliers. Today, this integration is frequently accomplished through Web services. In fact, with its solid built-in integration technology, the Plateau LMS includes more than 250 native Web services integration points.

- **Pre-Packaged Connectors** — The Plateau LMS is built with tightly integrated connectors that tie loosely to external applications. Because these connectors are built in to the core application, unlike other vendor solutions, customers can access them to quickly and easily customize the solution to their specific business requirements. These are the same connectors used to build Plateau applications, so customers aren't starting from scratch with each implementation. These connectors also support automatic synchronization of HR domain structures. Because they are not dependent on the ERP system, customers can upgrade their LMS without affecting other systems—or having to upgrade entire applications.

- **Services Oriented Architecture (SOA)** — Plateau is continuing to extend its technology leadership by delivering applications in an SOA for even greater modularity and integration flexibility. Through this highly adaptable enterprise-class SOA, Plateau minimizes the costs and difficulty of integrating front- and back-office applications across departments and organizations.

Plateau also provides best in class content integration. All e-learning and instructor led training is managed inside the Learning Management System. This eliminates calls made to an external server every time content is needed from within the LMS. Plateau also provides performance management integrated with learning as well as comprehensive analytics and business intelligence for pre-packaged reporting and business performance impact analysis.

Plateau's leading integration technology makes implementations and upgrades significantly easier for customers. Eighty-five percent (85%) of Plateau's enterprise customers are within two (2) point releases of the current production version, proving customers' ability to upgrade their LMS without costly re-implementation of integration interfaces.

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## Leading Professional Services

Implementation and customer support services are critical to customer success, including application integration. In the recently published Bersin & Associates 2005 Customer Satisfaction study, global enterprise customers rated Plateau the clear leader in overall satisfaction, service and support.

- **Global Services** — Plateau's Global Services organization collaborates with customers to implement learning and management solutions that meet their specific needs. Plateau offers comprehensive services including professional services, hosting solutions, training, and 24 x 7 customer support.
- **Best Practices** — Since its inception, Plateau has focused on delivering highly functional best-in-class learning solutions that are easy to integrate. To that end, the company incorporates best practices for deploying consistent, quality integrations with reduced version dependency.
- **Integration Expertise** — Plateau's highly skilled implementation team has the know-how and experience to drive successful integration projects for all customers. The company delivers the J2EE and Web services expertise essential for integrating an LMS with other enterprise applications. Moreover, Plateau's staff understands the importance of tying learning to business processes and can help organizations across all industries integrate their LMS across the enterprise.

*Strong implementation and support services are the most critical factors for high overall satisfaction with a learning management system.*

## CONCLUSION

A highly functional LMS that can be integrated across the enterprise—both with HR and business systems—is becoming more and more critical to a company's success. To compete in today's marketplace, companies must optimize the productivity of their employees by tying learning to performance management. They must also integrate learning across the business in order to increase revenue, improve customer satisfaction, and drive additional value for the business.

While ERP systems deliver a strong technology platform, they frequently lack the detailed functionality to drive specific business initiatives, such as learning. A best-in-class LMS, such as the Plateau Learning Management System, offers organizations an ideal solution for meeting these business requirements. With its proven, rich LMS functionality built on years of experience in the learning space, coupled with strong integration technology, organizations should strongly consider Plateau—a best-in-class solution that easily integrates with existing ERP systems for true business value.

### About Plateau

Plateau is a leading provider of adaptable Web-based software for developing, managing and optimizing organizational skills and talent to increase workforce productivity and business operations performance. Plateau's software is being used by some of the world's largest, most successful enterprises, including the American Red Cross, General Electric, Internal Revenue Service, and Wendy's International. Industry analysts, including Forrester Research and Bersin & Associates, have rated Plateau a leader in functionality, technology, and customer satisfaction. The company is headquartered in Arlington, Va. For more information, please visit [www.plateau.com](http://www.plateau.com).

### About Knowledge Infusion

Knowledge Infusion is a strategic consulting organization dedicated to helping human resource and learning organizations realize the true strategic value of Human Capital Management (HCM) and Learning technologies. Knowledge Infusion works with clients to map HCM technology strategies based on their unique business needs, optimize existing strategic HCM applications, and tie strategic HCM initiatives to specific, measurable business results. [www.knowledge-infusion.com](http://www.knowledge-infusion.com)

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