

# THE BUSINESS “CENTS” OF SINGLE SOURCE CONTENT AND PERSONALIZATION



The American Automobile Association (AAA) provides insurance, emergency road service, auto repair, school safety patrol, and driver education programs, as well as special cruise and tour packages. AAA has nearly 45 million members in the U.S. and Canada. Website: [www.aaa.com](http://www.aaa.com)

**W**hen AAA's training team began planning the rollout of a new enterprise transactional system, which would impact 80 percent of the company's 4,500 employees and 10,000 independent agents residing in 24 states, the team knew they needed a more efficient way to develop, manage, maintain, and deliver the training content for the system as well as training for their insurance products.

"In order to achieve our targeted efficiency rate, we would need to move from a decentralized training team to a centralized one and would have to reduce our instructional design team by 50 percent, while still producing the same amount of training content," said Shane Verheyen, Infrastructure Manager, AAA Northern California, Nevada and Utah Insurance Exchange. "Another area of change was the structure of our training, which needed to become more effective for our learners. Our plan was to provide personalized training instead of a one-size-fits-all approach, something we had wanted to do previously but could not because of the limitations of our legacy system."

There were other requirements to consider for the selection of AAA content management system. "Our IT department let us know that the software development cycle for the new enterprise transactional system had updates every six to eight weeks," Verheyen said. "This meant our training content could change every six to eight weeks as well. At this point, we realized we needed a single sourcing strategy to keep current with the ongoing changes and updates. We also needed a way to easily reuse that content and have it automatically update throughout our curriculum as we progressed through the development of the training."

Verheyen said AAA needed to build a culture of collaboration that was built around a central repository for all content. "Since individual departments within the company know their content the best and own that knowledge, the Learning and Development team wanted to involve these subject matter experts (SMEs) in the development process by allowing them to contribute content themselves, without the help of an instructional designer to capture the knowledge," Verheyen said. "This would allow SMEs to focus on the business knowledge and the learning and development team to focus on the training related knowledge and instructional strategy."

Verheyen said a SaaS solution was the final requirement for their new centralized training team. AAA's IT team was implementing the new enterprise transactional system, and therefore did not have the bandwidth to support, manage, or maintain any other systems.

## LCMS PROVIDES A SPEEDY START FOR AAA

"Our requirement list for a content development system was very specific," Verheyen said. "We needed a system that supported content personalization, single source publishing capabilities, could support an aggressive implementation cycle, and was delivered through a SaaS model. It had to accommodate for multiple, distributed content developers and inter-department works flows and reviews in a way that would foster the culture of collaboration we were striving to build."

Kenexa, an IBM Company, met all these needs and provided a few others with its learning content management system (LCMS). The LCMS allowed AAA to manage current generation and build next generation, which AAA could not have done with their old method of developing content.

## THE COST BENEFIT OF SINGLE SOURCE AND PERSONALIZATION

Verheyen, along with his colleague, Sean Lee, Training Manager, AAA NCNU Insurance Exchange, are both very pleased with the LCMS. "To date, the two products we launched have been on time," Lee said. "And we have been able to reduce our overall training time with an added opt out self study program, with the smaller instructional design team."

"But the real cost value comes into play when you consider the budgetary implications of implementing an LCMS," Lee said. "Now, once content is built, SMEs maintain their own content and allow it to be reused throughout the AAA curriculum. We've calculated that for every \$1 spent on training, the company sees a return of \$1.60 in cost value on the single sourcing feature alone."

"We were also able to shave off approximately \$960,000 in salary cost avoidance this budgetary year by removing redundancies in the system with single sourcing and changing the way we manage our content."

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## The Kenexa<sup>®</sup> Factor

an IBM Company

### *Challenges*

AAA needed a content development system tailored to its specific needs to efficiently deploy training content to 80 percent of its workforce.

### *Solution*

Kenexa's LCMS met all of AAA's needs and more, providing them the ability to manage current and next generation content in collaboration with its business partners.

### *Results*

- SaaS system that supported content personalization and single source publishing
- Successful training product launches
- Reduced training time
- Significant budget savings