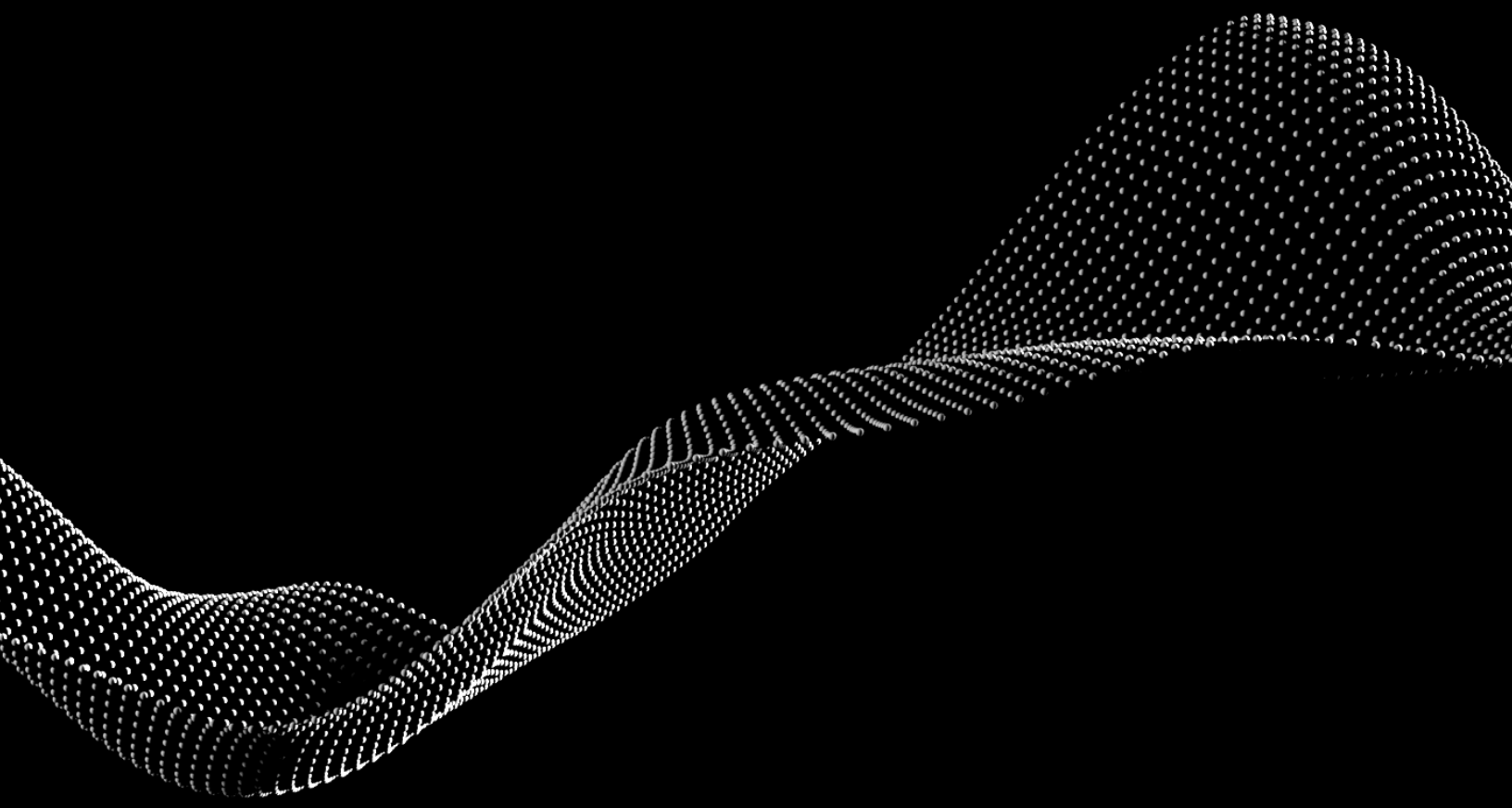
STRIVR

EBOOK

Measuring the impact of Strivr's Immersive Learning platform



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Foreword

VR goes mainstream thanks to proven ROI

Virtual Reality was once the domain of science fiction. Today it's a pragmatic reality. Advances in graphics and motion technology, computing, and wearable computing have brought VR and AR into the mainstream of life.

According to *The Economist*, by the year 2030 VR and AR technologies will contribute to more than 2% of total global GDP (nearly 3% in the United States). Applications will include training, health care delivery, gaming, and entertainment. Today, as more than 60% of workers now work remotely, VR is replacing or enhancing corporate training programs, sports events, and soon, day-to-day meetings.

In most digital experiences, the content is king and is based on audio, video, and text-based interactions. However, when you add VR and AR to the mix, a new level of emotion is added to the experience. Not only can we move and interact in this digital world, our brain treats the simulations just like it would real life. The result is an immersive learning experience that is highly memorable and far more educational.

Consider the use of Immersive Learning for diversity training or accident prevention. We can now place a worker in a highly charged or dangerous situation (such as interacting with an angry employee or working at a dangerous site), giving the user a real-world experience to which they must react. In these simulations, your heart rate goes up, you feel as if you are experiencing a real situation, and you react in ways you never thought you would. The result is a much more meaningful and relevant learning experience that could, in some cases, even be lifesaving.

As you'll read in this paper, the return on investment is enormous. Not only does VR increase engagement and learning, it gives employees a sense of excitement and commitment to their jobs that is difficult to achieve in other ways. It's a new paradigm for transforming workforce performance. I want to thank Strivr for its leadership in this industry and encourage all readers to consider Immersive Learning for their companies. You'll be amazed at what it can do.

Josh Bersin
Global Industry Analyst

Creating value in a reimagined workplace

In this new world, do you have the right people and skills mix to create value? Do you have the right technology and processes to build and measure value?

With the backdrop of a health and economic crisis, it has become a time for executives to rethink the workplace by developing more sophisticated ways to tie individual employee performance to team and company performance. In doing so, they're reassessing their maturity in learning programs that directly impact the employee journey to determine how and where they can get deeper insights.

New capabilities are everywhere, enabling you to hire smarter, promote great leaders, train and upskill quickly and effectively, and ultimately connect people to business returns more clearly than ever before. With so many direct and indirect costs along the employee journey, this creation of value is imperative, and is being made possible with Strivr's Immersive Learning platform.

This report will provide the framework and examples for you to plan, measure, and evaluate the impact of Strivr's Immersive Learning platform at your company. After reading this report, you'll have a deeper understanding of:

- The value framework for Immersive Learning
- Business objectives that can be achieved with Immersive Learning
- How other industry leaders are measuring success with Strivr's end-to-end solution

The framework for measuring impact of Immersive Learning

Using quantitative and qualitative data from our many scaled deployments and intelligence from millions of VR training sessions, Strivr has developed a framework for evaluating and measuring the value from Immersive Learning.

Value framework for Immersive Learning

Category	Areas of impact	Immersive Learning platform difference
Cost savings	Decrease costs of business interruption	Recreate expensive, hard-to-train-for scenarios
	Decrease costs of safety incidents	Realistic practice in safe environment
	Decrease turnover costs	Realistic job previews
	Decrease costs associated with hiring mismatches	Assess new hires for required skills, behaviors, & capabilities
	Decrease training costs	Hands-on training in a fraction of the time, and with no travel needed
Operational efficiency	Improve performance	Behavior in Immersive Learning indicates real world behavior
	Shorten ramp times	Hands-on training in a fraction of the time
	Gain a competitive advantage	Accelerate innovation rollout
	Increase customer satisfaction	Practice customer empathy, communication, and service procedures
Employee engagement	Reduce churn	Meet employee expectations to learn, grow, and feel supported to adapt to new roles
	Improve brand consistency & perception	Instill & reinforce company culture & values firsthand
	Improve confidence and ability to thrive	Experiential learning; “been there before”

Cost savings

Decrease costs of business interruption

Whether it's pulling an employee off the sales floor or paying for an aircraft to be taken out of commission, training can be a significant disruption to normal operations. With Immersive Learning, Strivr customers have saved costs by providing effective training in the flow of business.

Case study: JetBlue technician training

CHALLENGE

Getting technicians in and around airplanes is important to their training, especially since the majority of technician training is classroom style. But on-the-job training with real planes is expensive and time-consuming.

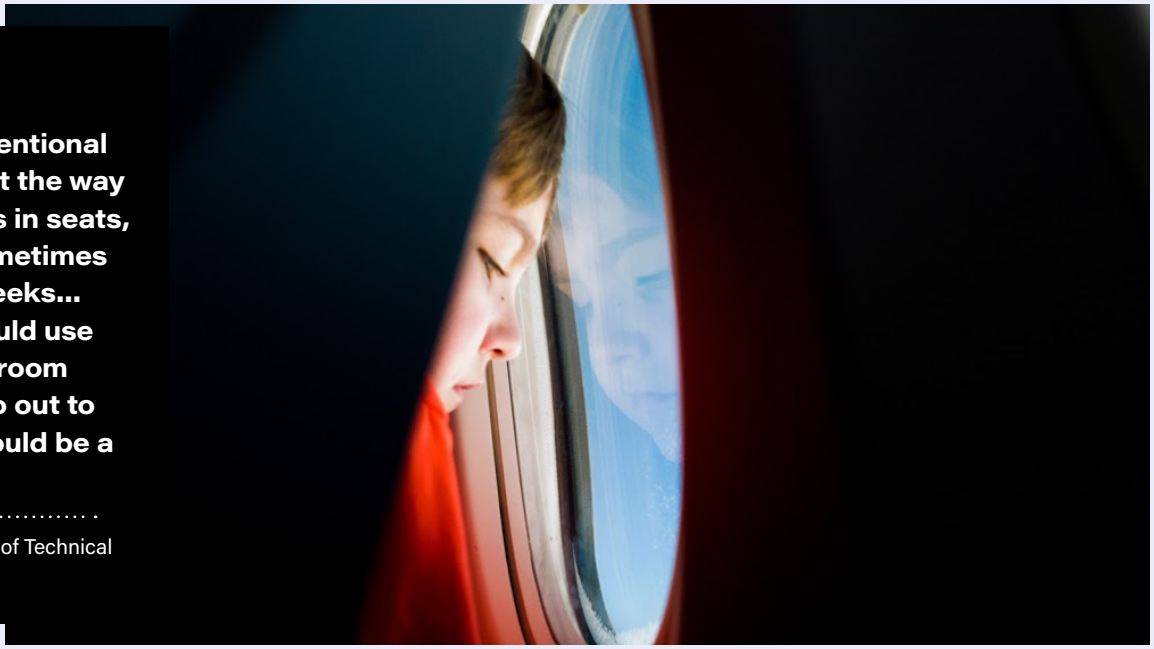
SOLUTION

Immersive Learning allows ground technicians to get valuable practice on A320 inspection, building the capability to identify key mistakes on a "dirty" plane and ingrain the correct order of process.

RESULTS

JetBlue found that Immersive Learning was a viable solution for realistic, hands-on practice on planes that normally would cost $10,000 at a time to rent. This led to fewer planes out of commission for training purposes. At the same time, training could be conducted during prime hours as opposed to off-hours.

> **In our industry, conventional training is kind of just the way we do things — butts in seats, 40 hours a week, sometimes up to two or three weeks... We thought, if we could use VR more in the classroom — and not have to go out to the airplanes — it would be a great mix for us.**
>
> Andy Kozak, Manager College of Technical Operations, JetBlue



Decrease costs of safety incidents

One powerful remedy to create a safer workplace is better workforce preparation, and that does not come with reading a manual. Practice in a realistic environment helps develop situational and spatial awareness that leads to safer workplace behaviors, fewer incidents, and reduced costs for Strivr customers.

Case study: Multinational food processor plant safety

CHALLENGE

In the fast-paced food processing industry, training employees to work safely and efficiently is a must. But that training can be hard to get right, especially in a diverse employee population. Yet, employee health often rides on its effectiveness.

SOLUTION

Immersive Learning engages learners by allowing them to practice safe behaviors in a real-world plant environment. Because it is experiential, it has transcended language and cultural barriers, while touching both managers and new hires for refresher training and onboarding, respectively.

RESULTS

98%
Said they enjoyed VR more than all other methods of training

89%
Felt more prepared to handle similar safety hazards in real life

100%
Were engaged with the virtual reality training content

15 minutes
To train on slips, trips, and falls, hazard identification, and ergonomics

> **We are already seeing the far reaching benefits of VR technology and believe it will be an effective tool for influencing safe behavior of our team members."**

Associate Director, Safety Analytics, Health and Safety, Multinational food processor

Decrease turnover costs

With Immersive Learning, you can provide a realistic job preview to candidates and new hires, reducing the likelihood of turnover. In the headset, they are exposed to the sights, sounds, and atmosphere of their future workplace. There are no surprises when they step onto the job on day one; they show up mentally and physically prepared.

Case study: Global shipping company dock worker job preview

CHALLENGE

For this global shipping company, loading dock workers turned over at an exceptionally high rate, oftentimes because they did not fully comprehend the nature of the work they would be doing. In some cases, new hires would even quit the same day they started.

SOLUTION

Immersive Learning provides a true-to-life vision for the company's new hires to learn about their role during onboarding. Every new employee across the company gets the same realistic experience, improving consistency and setting the right expectations at scale.

RESULTS

Not only has the company seen a notable improvement in knowledge retention, qualitative data indicates that new employees are extremely excited and intrigued by the training.

> **We're already seeing it on the docks. Managers are seeing more knowledgeable, safer employees.**
>
> Human Resource Director,
> global shipping company

Decrease costs associated with hiring mismatches

The costs of hiring or promoting the wrong person add up at scale. But it is generally difficult to objectively assess candidates on the company-specific tasks they'll face in the next role. With VR-based assessments, Strivr customers can test aptitude for a given position, providing an additional data point on candidates during the process. This helps hiring managers make better decisions during hiring or promotion.

Case study: Walmart middle management assessments

CHALLENGE

Leadership and decision-making skills are traditionally hard to measure, but can help paint a more accurate, unbiased picture of candidates for middle management positions.

SOLUTION

VR-based assessments are based on predictive analytics models that combine both decision data and immersive attention data to predict which candidates will perform well in real-life.

RESULTS

While VR-based assessment is only one of the data points used during the hiring process, it adds an additional layer of insight for the hiring director.

> **We use VR to assess their listening and problem-solving skills to see if, for example, they're a good fit for a team leader role. It's just one data point, but what we're seeing is that VR can make the same, if not better, predictions for who will succeed in a role than a human.**
>
> Heather Durtschi, Sr. Director of Content Design Development, Walmart

Decrease training costs

It's customary to pay employees for time spent training, so what if you could significantly reduce the amount of time spent training? Through complete immersion, employees are able to learn and practice in a hands-on way - essentially "learning by doing." This drives home the learning faster and makes it stick for longer. Strivr customers consistently are able to reduce hours-long training sessions to 30 minutes or less.

Sample use case: Recurring compliance trainings

CHALLENGE

Many organizations hold recurring compliance training that requires group sessions outside of normal work hours. Every employee must attend and be paid for their time spent training. At scale, these recurring sessions are costly in employee wages alone.

SOLUTION

Immersive Learning decreases training costs in two ways.

1. **Reduce time spent training without sacrificing effectiveness.**
   Strivr customers have reduced training times by 75-96%. For one recurring compliance training in food safety, a national food chain cut a two-hour session to 15 minutes in VR (87.5% decrease) without affecting knowledge retention.
2. **Enable training during normal work hours.**
   Immersive Learning is "personal," so one employee at a time can step off the floor for experiential training during quieter work hours. The separate, outside-of-work sessions are no longer needed.

By combining these two benefits of Immersive Learning - shorter training times and inclusion during normal work hours - the potential cost savings in wages alone are compelling. See below for an example taken from a quarterly two-hour training for 25,000 employees.

	Traditional	Immersive Learning
Recurrence	4x per year	4x per year
Time in training	2 hrs per employee	15 min.
Number of employees	25,000	25,000
Wages	~$2.4MM annually	~$200K annually
Savings in wages		$2.2 million annually

Operational efficiency

Improve performance

Scientific research demonstrates that behavior in Immersive Learning is a close indicator of behavior in the real world. So when employees are tested on their knowledge and job skills in VR, you can be more confident that their training performance will translate to the workplace. Using immersive data from Strivr's platform, you will know who top performers are, as well as who needs more training and in what areas. With this holistic understanding, you can elevate workforce performance at scale.

Store-level productivity is strong, due in part to the training we are providing our associates. As the nature of work continues to change, we're innovating to empower associates to better serve customers as they develop new skills, thriving in their jobs and growing their careers."

Doug McMillon, CEO, Walmart

Shorten ramp times

After a new employee is hired, you need that person contributing as quickly as possible. Immersive Learning provides the realistic training in a virtual world that replicates the real world so new hires gain the necessary knowledge and skills faster.

Case study: Sprouts reduces onboarding times

CHALLENGE

As a result of the pandemic, Sprouts found itself needing to hire thousands of new employees quickly, even as protocols were changing to keep everyone as protected and healthy as possible. Faster, safer onboarding was critical to meeting customer needs during a challenging time.

SOLUTION

Using Immersive Learning for values training helps new team members onboard faster. Sprouts can continue to hire and onboard as needed because they no longer rely on an approach that requires days-long group instruction or travel.

> **I'm so grateful we launched this before COVID-19. I can't imagine hiring thousands of people — which we've done over the last few months — and trying to give them a great onboarding experience."**
>
> Cindy Chikahisa, VP Store Operations, Sprouts

RESULTS

With Immersive Learning as part of the revised onboarding program, values training reduced from four hours to 45 minutes in VR to get new team members out on the floor faster.

81%

Reduction in onboarding time, from 4 hours to 45 minutes

Gain a competitive advantage

When you want to rollout innovation that will give you a competitive edge, you need to do it at scale consistently and efficiently. Many Strivr customers have found Immersive Learning to be an effective replacement for instructor-led and on-the-job training because it significantly reduces time spent training without sacrificing effectiveness or engagement.

Case study: Walmart rolls out new in-store equipment

CHALLENGE

In the world of retail, multi-channel is key. Walmart wanted to introduce an in-store pickup option but needed to maintain a strong customer experience. They could not afford a lack of consistency or long wait times for pick-up.

SOLUTION

Immersive Learning allows associates to train before the equipment is even installed, making virtual use of the best teachers. This removes interruptions to the regular business flow, and trims the time needed for training from eight hours to 15 minutes.

> **Immersive Learning allows us to recreate those situations that we can't or don't want to recreate at the store with customers present. Associates go through training in a real, life-like environment so they can learn from it and feel the experience of it."**
>
> Andy Trainor, VP, Learning, Walmart US

RESULTS

96%
Reduction in pickup tower training, from 8 hours to 15 minutes

0
Trainer required, instead of 5 to 8 traveling

1000
Pickup towers nationwide

Increase customer satisfaction

There are so many factors that go into customer satisfaction, one of which is well-prepared customer-facing employees. Immersive Learning allows for on-demand practice learning the both procedures to be effective and productive, as well as the empathy and communication skills to handle all types of customers, from the frustrated to the inquisitive.

Case study: Building empathy at Fidelity

CHALLENGE

Fidelity call center agents face difficult and emotional financial conversations regularly, and navigating them properly and with empathy is key to maintaining strong customer satisfaction scores.

SOLUTION

Immersive Learning allows employees to practice critical thinking and gain a holistic picture of customer needs, so they can better develop empathy and communication skills. Fidelity also gained higher visibility into employee performance and the ability to identify gaps in training and skill.

> **Throughout the training, the Fidelity employee is 'transported' between the call center and the customer's living room to view the environment, facial expressions and personal perspective."**
>
> Adam Schouela, VP Emerging Technologies, Fidelity

RESULTS

10%

Increase in customer satisfaction in less than 6 months

Employee engagement

Reduce churn

Employees want to feel confident and secure at work. When they are guided by the best teachers in the company, they learn job knowledge, but also experience the culture of the company brought to life so they can internalize how to be successful. Immersive Learning helps Strivr customers demonstrate how much they care about employee development so that employees feel more connected to the organization, more confident about their ability to succeed, and less likely to churn.

What we've heard

The great thing about VR is the ability to make learning experiential. When you watch a module through a headset, your brain feels like you actually experienced a situation."

ANDY TRAINOR
VP of U.S. Learning, Walmart

The amount of confidence that our employees gained was just astronomical, because they had three experiences to apply what they were learning."

LOU TEDRICK
VP Global Learning & Development, Verizon

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 the headset on."

ANDY KOZAK
Head of College of Technical Operations, JetBlue

Virtual Reality can make me a better employee just by making me more prepared and helping me out on the job sites. I know what to look for, I'm prepared."

JEFF PERRY
Outside Sales Rep, United Rentals

Once I put the goggles on, it was amazing. It's like you're really there."

DABO SWINNEY
Head Coach, Clemson Tigers

Improve brand consistency & perception

As onboarding moves to be more remote, it becomes more challenging to communicate brand values and engage employees in company culture meaningfully. Immersive Learning has the ability to give realistic experience with company values, both for new employees and as a refresher for tenured employees, to help create and improve the brand consistency that every company strives for.

Case study: Sprouts values training

CHALLENGE

Sprouts is a culture-driven, people-centered organization. Yet, the six values, which reflected the company's approach to customer service, were getting 'lost' at the store level.

SOLUTION

Immersive Learning helps Sprouts to scale their unique culture in a standardized way, all while reinforcing the importance of customer service. Immersive Learning enables team members to learn the values by experiencing them in action.

RESULTS

Employees were tested on their conceptual understanding of the core values, and 48% of the learners who did VR learned all six values perfectly, compared to only 3% who trained using traditional methods. VR learners even outperformed senior managers who had trained under the old paradigm.

16 X

more likely to remember all six values

"The organization is effectively 'flattened,' so every team member can get the benefit of hearing from our best trainers, the company's leaders, or seeing the 'Sprouts Way' of doing things."

Dan Sanders, COO, Sprouts

Improve confidence & ability to thrive

For employees to thrive, they need to feel confident and prepared. Immersive Learning allows Strivr customers to provide mental repetitions in a safe environment that feels like real life, making it an ideal approach for high-stress situations that are rare but critical to feeling safe and happy at work.

Case study: Verizon prepares for emergency situations

CHALLENGE

Verizon wanted to provide realistic training to teach employees how to react to armed robbery situations. By teaching employees how to manage emotions, the company emphasized what was most important: the safety of their employees and customers.

SOLUTION

Immersive Learning allows Verizon to provide realistic training for its 22,000 employees at 1,600 retail stores. Verizon associates learn by experientially going through the critical steps of de-escalating a high-risk moment and making the right decisions under intense pressure.

RESULTS

97%

felt prepared when put in dangerous situations

> **"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, Chief Security Officer, Verizon

Strivr's unique approach

Our story

Co-founders Derek Belch and Jeremy Bailenson, a world leading VR researcher, first teamed up in 2014 to assess VR as a tool to train football players. With sports as a proving ground, they quickly expanded from the athlete to the enterprise.

Today, Strivr is the leader in Immersive Learning, transforming the employee journey from hiring to upskilling and reskilling. Strivr's Immersive Learning platform powers the creation, delivery, management, and measurement of VR-based learning at scale to optimize workforce performance. Deeply rooted in science, Strivr provides unique immersive learning and assessment data to measure training effectiveness, evaluate role potential, and predict learning outcomes.

2014
Strivr incubated at Stanford University VR lab as a tool to train football players.

2015
Strivr is founded and adopted by over a dozen NFL & NCAA football teams.

2016
Enterprise focus starts with Fortune #1, Walmart.

2020+
Over 1 million associates trained with Strivr's Immersive Learning.

Both elite sports organizations and Fortune 500 companies are using Strivr's Immersive Learning platform to train millions of people, seeing a measurable impact in reduced training time, increased customer satisfaction, and greater overall confidence of employees.

There are five unique benefits that come from working Strivr.

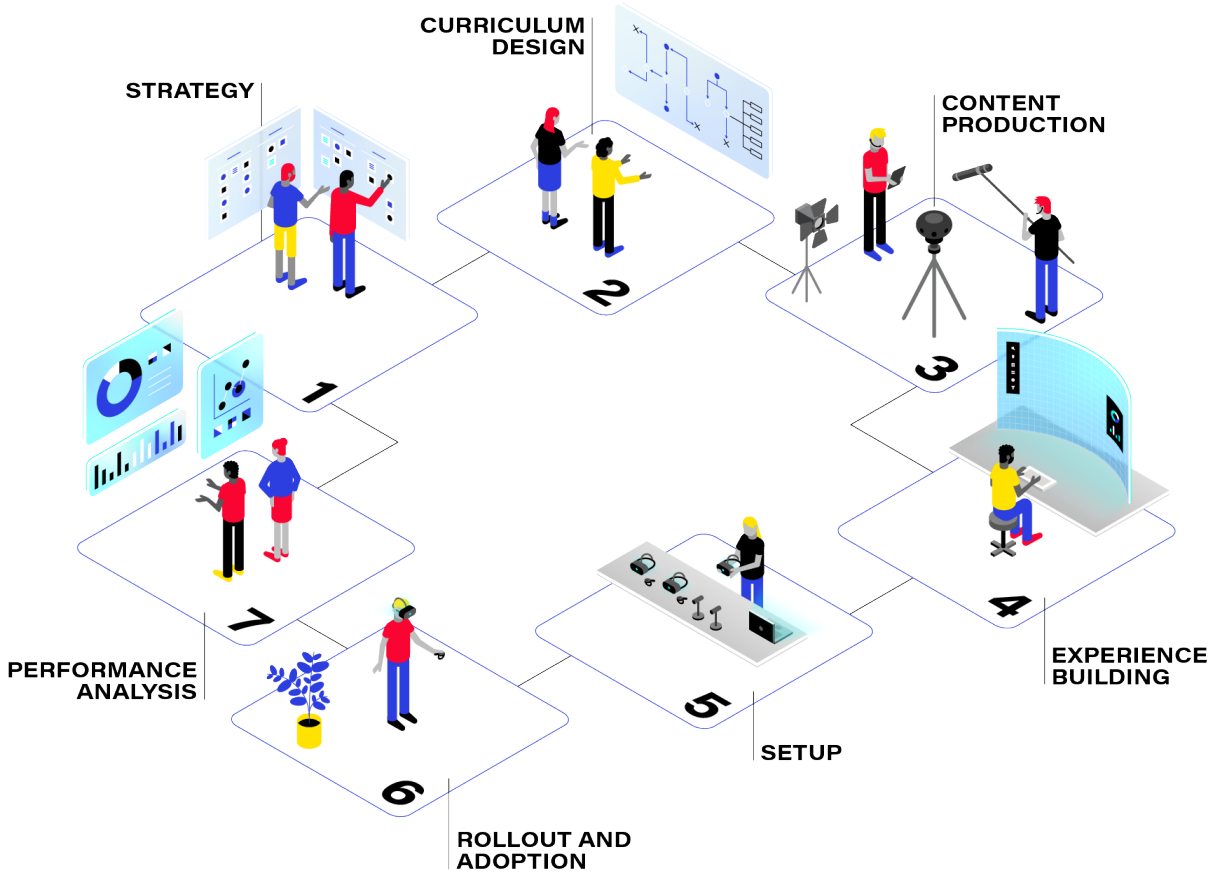
01

Demonstrate value to the business

Strivr's approach begins by investigating business objectives that matter most to your business. Then, with our team's unique background in VR science and behavioral learning, we help translate those business objectives into learning objectives for Immersive Learning. This approach ensures that the Strivr platform makes clear, significant, and measurable impact.

02 Your team is fully supported from day one

Strivr guides you through our proprietary seven-step process: strategy, curriculum design, content production, experience build, setup, rollout & adoption, and performance analysis. We take care of everything from the very beginning, and lead your team with best practices for deployment at scale, including change management, communications, user adoption, instructional guides, and platinum-level support. Using our experience training over a million employees with Immersive Learning, we ensure smooth and successful digital transformation.



03 One platform supports all your Immersive Learning needs

Whether you have content or need to develop it, Strivr's Immersive Learning platform is open to support 3rd party and homegrown content, hard and soft skills, integration with systems of record, and multiple headsets. As you expand Immersive Learning across your organization, you realize the full impact and return on investment of the platform.

04

Access and utilize actionable business insights

Strivr's platform gives you access to unique insights exclusive to Immersive Learning that offer a better picture of the workforce. This includes patented predictive analytics for interviewing, hiring, and promoting. Armed with these insights, your team can continuously optimize training over time, further elevating employee performance and increasing its impact.

05

Partnership comes first

When you work with Strivr, you get an experienced partner with a proven methodology. Strivr's model was designed to make every customer successful at scale over the long run, and we are there to guide and advise you through every step in the process.

Next steps

To dig deeper into Strivr's end-to-end Immersive Learning solution, download The Ultimate Guide to Immersive Learning.

To set up a strategic discovery discussion or a VR demo, contact our team of Immersive Learning experts.

Learn more at www.strivr.com.

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For more information please contact info@strivr.com

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