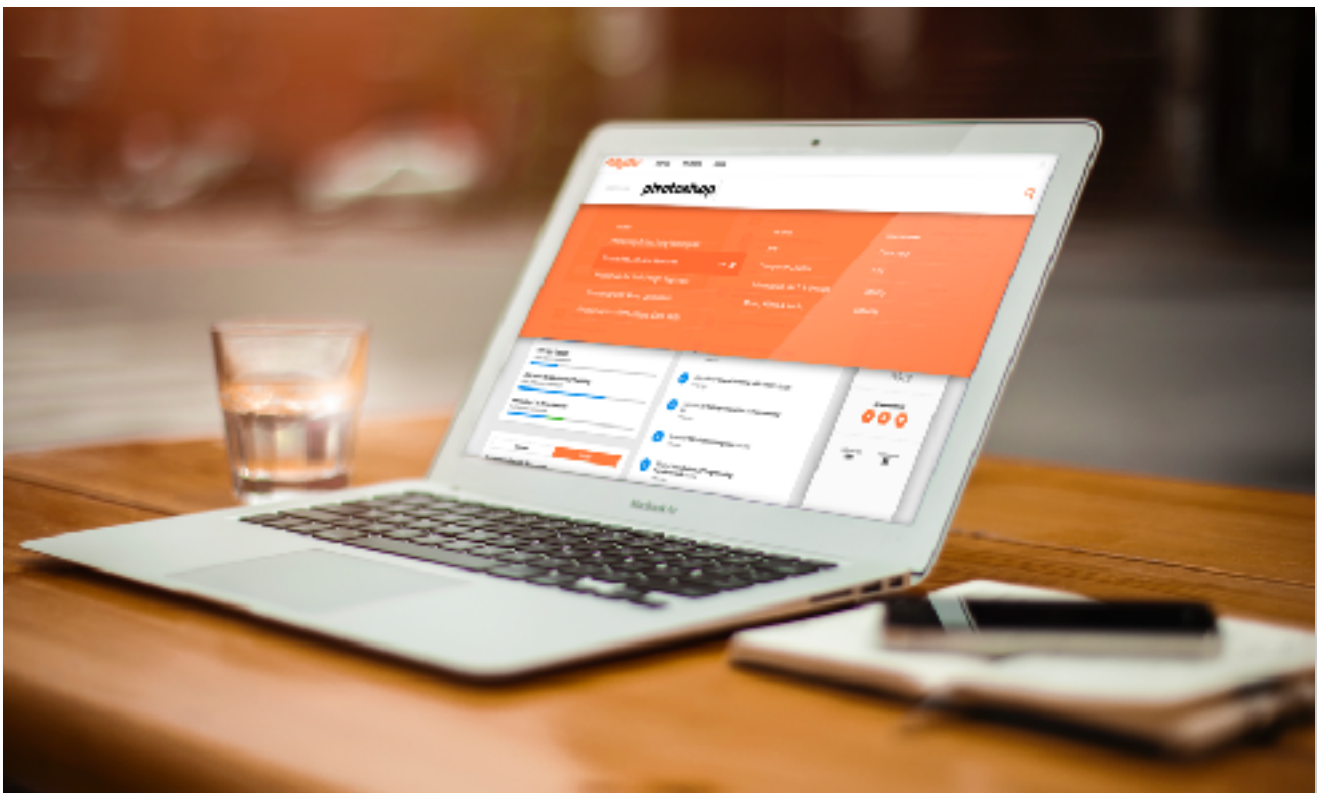# IN PURSUIT OF THE FUTURE OF LEARNING

How Qualcomm Flipped the Traditional Enterprise Learning Model on its Head

In just a few decades, Qualcomm grew from a tiny home-based startup into one of the largest, most dynamic players in the field of mobile communications. The company's achievements have been built upon groundbreaking technology, out-of-the-box thinking and a vibrant vision of the future - all powered by a well-trained and highly-educated global workforce.

As such, learning and development has long been viewed as critical to Qualcomm's present and future success. In order to stay on the leading-edge, Qualcomm constantly thinks of new means and approaches to

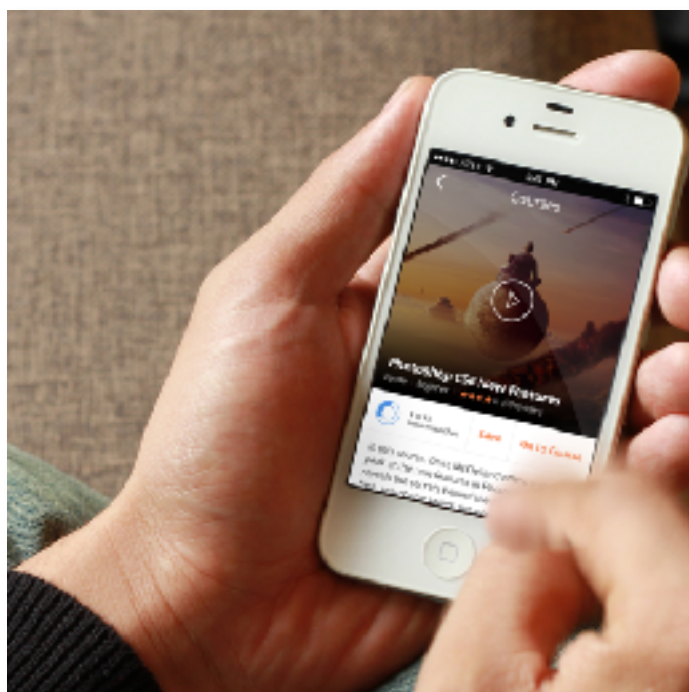**Qualcomm had a vision for an employee-driven approach to learning, which they were able to realize through Pathgather.**

learning that will help them attract and retain the world's best talent.

The Challenge: Rethink the Way Enterprises Learn

In 2013 Qualcomm's learning and development arm, known as the Learning Center, saw an opportunity to fundamentally rethink how they approached learning and development.

The Learning Center noticed that some of its more traditional learning tools, such as their learning management system (LMS), were no longer engaging their users as they once did. It also saw that the way employees consume media in their personal lives, through social networks, on mobile devices and through curated content by peer groups, and how it started to bleed over into the way these individuals wanted to learn at work. It seemed that an admin-driven, top down structure was no longer a viable way to nurture their employees' learning and development.

In parallel, a second challenge had presented itself. As Qualcomm continued to grow as an organization, so did the number of learning resources and tools it used to train its workforce. A LMS, a content management system, intranets and third-party content providers all played a part in Qualcomm's learning ecosystem. This made both the administrator and the end-user learning experience increasingly difficult.

As a leader in mobile technology, Qualcomm focuses on providing an engaging and rewarding mobile learning experience.

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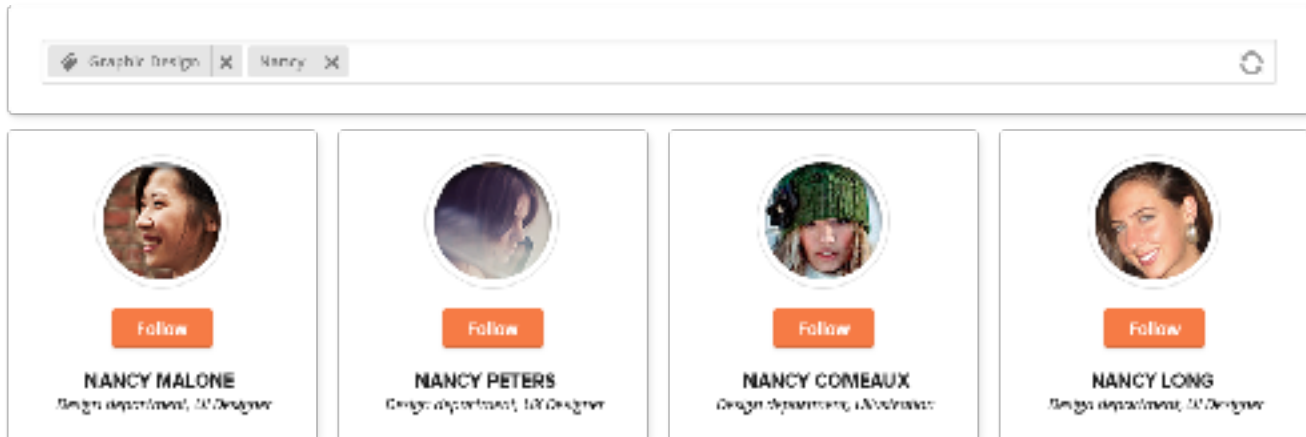
- VILLETTA REEVES, LEARNING PROGRAM MANAGER, QUALCOMM

"It was a challenge for our end users," said Villetta Reeves, Learning Program Manager at Qualcomm's Learning Center. "At one point, I thought, 'I'm an expert in our Learning Center, and I'm having trouble finding content myself. How frustrating this must be for our users!'"

The Journey to Discovery: A Serendipitous Tweet

The Qualcomm Learning Center team went to work looking for a sustainable solution. They had a vision for what they needed and quickly decided that simply migrating to another traditional LMS was not likely to solve their challenges.

Rather, the Learning Center wanted to flip the traditional learning model on its head with a platform that would actually empower employees to drive their own learning paths. They were in search of a truly employee-driven model.

Months of brainstorming and refinement yielded a clear vision for the system of their dreams. Unfortunately, nothing in the market seemed to suit the Learning Center's needs and the challenges of developing and maintaining their own custom learning platform was exhaustive. Questions about cost, time and execution were unavoidable - and the Learning Center didn't want to compromise.

Then, one day a team member fortuitously happened upon a tweet from a new company offering a different kind of learning solution: Pathgather. When he shared his discovery with the rest of the team, the reaction was unanimous.

"We were all just floored," said Reeves. "We knew that this was exactly what we had been looking for. Pathgather's solution was so in sync with our needs that it was as though they had eavesdropped on our brainstorming sessions about what our system would be if we developed it ourselves."

"The user adoption rate has been phenomenal."

- VILLETTA REEVES, LEARNING PROGRAM MANAGER, QUALCOMM

The Solution: A Perfect Fit

Designed as a user-first learning platform, Pathgather promotes an engaging, tailored and social learning experience that was uniquely valuable to Qualcomm as an enterprise-wide tool. "We needed a scalable way for people to connect," Reeves said. "One of the key problems we had was

that users really didn't have a way to connect with each other…and that was a very important consideration in our selection of Pathgather."

By building a social learning environment that allows employees to connect around learning and development, Pathgather enabled employees to:

- Build public learning profiles to track their learning progress

- Discuss, review and recommend content to their peers

- Become recognized as subject matter experts by creating their own learning paths

- Receive personalized recommendations via Pathgather's recommendation algorithm

This functionality is tied together by an attractive, user-centric interface that employees can leverage both on their desktops and on the go via Pathgather's native iOS and Android apps.

The Result: Fostering a Company-Wide Culture of Learning

"The user adoption rate has been absolutely phenomenal," said Reeves. "Within about eight months of the Pathgather implementation, we had half of the company's global workforce of 31,000 using Pathgather. That was very important to us, because we consider user adoption to be a primary marker of success."

In less than a year after its launch, Qualcomm's employees were jumping on the opportunity to self-direct their learning with more than 20,000 courses started and 6,000 completed. Hundreds of new learning paths continue to be published by employees, eager to share their knowledge with peers.

Learning Fueling Qualcomm's Ongoing Success

It's evident that Qualcomm and Pathgather are on a strong path together. At Qualcomm, the traditional, top-down model of learning has been flipped on it's head. Pathgather's social learning platform continues to empower its employees to become their own learning managers and strengthen skills by curating content for themselves and the rest of the company.

As the rates of societal and technological change continue to accelerate, continuous learning is more crucial today than ever before. In order to keep pace, businesses need to find a way to make learning more personalized, engaging and collaborative for their employees. With Pathgather, Qualcomm is trailblazing the way towards this ongoing, learning experience.