



Solution Provider Profile

Bluewater

December 2021



Company At-a-Glance	
Name of Product/Offered	Bluewater Learning
Headquarters	Plano, Texas
Year Founded	2003
Number of Employees	65
Revenue	\$10 million+
Geographic Coverage	US, Canada and Europe
Top Customers	United Airlines, Berwind, Medtronic, Charter, CKE, Estee Lauder, Getinge, Nammo, Lecia Biosystems, Moodys, Volvo and Wideroe
Total Users (Cloud)	200+ active customers representing more than 5 million learners
Solution Name	<p>Selection Services — Learning and Talent System Selection (2003), Decision Analytics (2018) and Vendor Advisory (2003)</p> <p>Implement Services — Cornerstone Implementation (2008), Docebo Implementation (2018), SumTotal Implementation (2005), Phenom People Implementation (2021), Various Vendor Implementation (2005), Technical Project Management (2005) and Client Side Project Management (2005)</p> <p>Operate Services — Bluewater Assurance (2017), Bluewater Managed Service (2013), Bluewater Reporting Pages (2014), Bluewater Content Engine (2020), Bluewater Integration Service (2019), Outsourced Administration (2005) and Custom Technical Projects (2010)</p>
Current Version	All services are at a December 2021 version.
Website	www.bluewaterlearning.com



Bluewater Solution Overview and Value Proposition

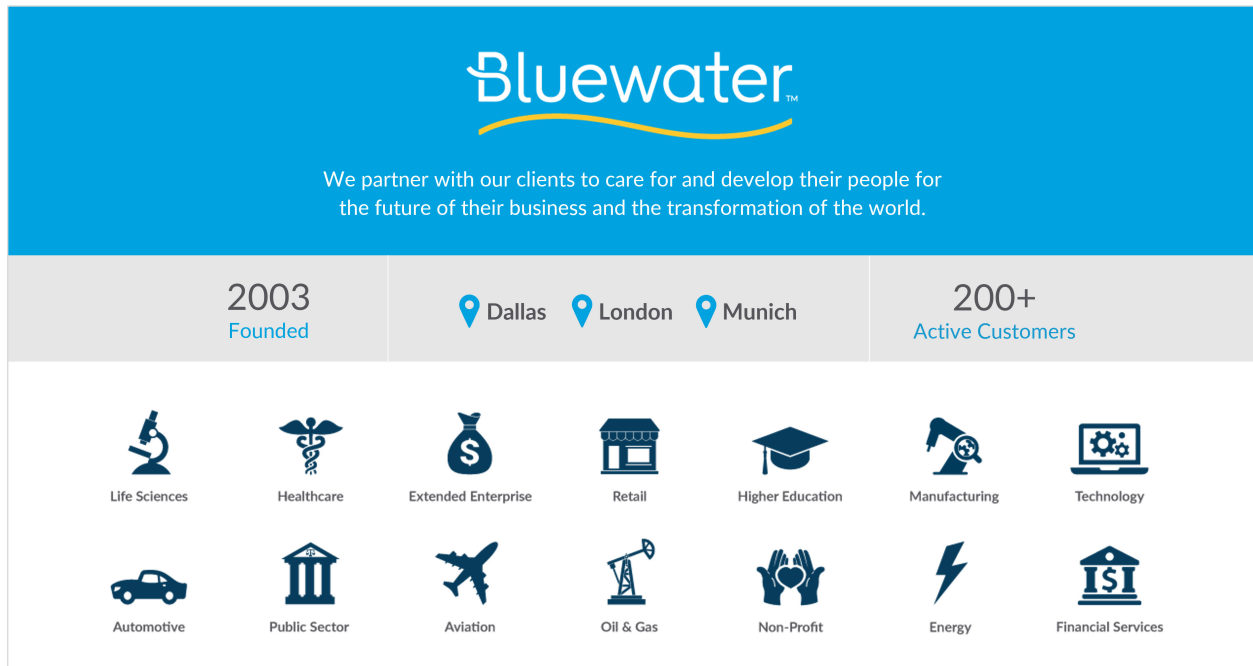
Bluewater was founded on the simple principle that it exists to help customers maximize their investment in learning and talent technology. Bluewater does this by providing services to fill critical gaps in technology and customers’ capabilities to be successful with vendor-specific learning and talent technology.

Bluewater has years of knowledge operating Cornerstone, Docebo, SumTotal, Saba, Ellucian and Ceridian learning and talent technologies. Bluewater’s customers have stopped spending money to develop internal expertise on something that is not strategic to their company. Instead, they use Bluewater to fill gaps with people, technology and innovative solutions to technology problems.

Bluewater has designed and created the Bluewater Center of Excellence (COE) Methodology. The COE defines seven critical service areas customers must address to obtain value from their Learning and Talent software. Bluewater uses the Center of Excellence to help identify gaps or problem areas and uses the Bluewater Innovation Lab to quickly provide and implement solutions. Customers do their best when they focus on their core competency — Bluewater does it best when operating an organization’s learning and talent technology.

Screenshots

Figure 1: Bluewater Overview





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Figure 2: Bluewater Solutions



We will help you effectively build, enhance and/or optimize

Compete for Talent – Best in class hiring and retention of faculty and staff

Grow Talent – Development and growth metrics and process for career path and performance analysis

Measure Talent – Process development and deployment for managing teams effectively and to enable data-based decision making

Retain Talent – Ensuring effective and efficient compensation models based on development and performance metrics

Complex Requirements – Support for multiple departments, schools or school systems that may have varying requirements but a need for reporting within and across the system/institution

Optimizing Technology – in support of program and with integrated talent solutions (learning by itself isn't a "thing")

Post Go-Live Support – optimization and meeting the growing and changing needs of the institution, its goals and objectives and the educational field

Digital Transformation – supporting your institution as it strives to tie systems, data analysis, content delivery, etc. to institutional goals and objectives

Figure 3: Bluewater Center of Excellence

Why the Bluewater Center of Excellence



User Experience	Engagement of the Employee, Partner or Customer is vital to effective use of your HCM technology. Eliminating visual confusion and simplifying the user's effort is the top priority for developing the right experience.
Content	Content is everything that you load into your HCM where users have an opportunity to interact. Performance reviews, learning activities, succession plans, job descriptions, pay bands, are all content which impacts the user. Do you have the right plan for managing of content within your HCM environment?
Administration	One of the most significant mistakes organizations make today is skipping the development of an Administration plan. While it seems so simple initially, the reality is very complex when considering the management of the application across system admins, federated admins and managers, all of whom have a level of administration responsibility. What is your administration plan?
Technology	The configuration of the application from the initial implementation to management of ongoing software releases can either solve or create problems for your business. An ongoing configuration management plan with support for critical decision making, detailing functionality you should and will use must be part of your operating plan.
Process	80% of all issues with HCM technology are process problems. Processes encompass internal and external business process, governance and change management. Do the client's processes align with their selected technology? Do they have the right model to govern both in-system and out of system operations? Have they established an ongoing change management program to address the evolution of their technology?
Data	The first thing every client will admit is their data is a mess. Data must be addressed as a combination of the data imported to the HCM technology, data developed in the system and data the client desires to extract from the system. The management of data must be a priority. Inaccurate data will cause all other portions of the application to fail. What is the client's data management plan?
Analytics	Reporting and analytics are the reason for having any HCM system in the first place. If the client doesn't understand that concept, they will fail. Every aspect of the operation should focus on ensuring the processes will accurately output the right data the client needs to answer questions. We encourage the use of reporting, dashboards and analytics not only to provide confidence in what has happened but more importantly to use reporting to inform future decisions, drive manager action and encourages the user. Organizations that are succeeding with their use of HCM technology have a great Analytics and Reporting program.



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Figure 4: Bluewater Products and Services



All screenshots provided by Bluewater



Analysis by Brandon Hall Group

Situational Analysis

Organizations are continually striving to create and execute on a learning strategy that has a real impact on behaviors and business outcomes. However, outmoded learning technology, traditional content and a lack of alignment with the business have made it challenging for learning to fulfill its promise.

What does it take to create a more impactful, engaging learning experience that improves individual and business performance? A strong learning strategy, the tools to execute it and the ability to demonstrate value. Several factors are driving corporations to improve their learning experience strategies:

- **Improve Learner Engagement** — Organizations struggle with developing and delivering learning content that captures the attention of the learner.
- **Create a Stronger Link Between Learning and Performance** — Learning in many organizations is developed without specific individual and organizational objectives in mind.
- **Better Measurement** — Learning is not improving in many organizations because the ability to measure impact on performance is not in place or is lacking.
- **Technology** — Learning technology is quickly evolving and organizations are in serious need of reevaluating their learning technology ecosystem to offer a more modernized approach to learners.

Challenges to the Business

Organizations have had difficulty in catching up to the new standard of learning required. Learner requirements have evolved quickly and their need to have access to knowledge and information when and where they need it is more important than ever. Most learning is still very event-based, without enough follow-up, reinforcement or opportunities to apply knowledge. This leaves organizations ill-equipped not only to meet the rapidly changing challenges of today but to ensure their workforce has the skills and knowledge required for the future.

Implications for the Business

The implications are two-fold. For the learner, the learning experience is waning and learner engagement continues to steadily decline. For the organization, employees are not learning what they need to know to maintain compliance, develop new competencies and skills, and advance



their capabilities, leading to negative implications including a lack of innovation and creativity that makes the organization uncompetitive.

Questions to be Answered by the Business

Organizations need to rethink their approach to the learning strategy to keep pace with the rapidly changing dynamics of their learners and business.

The key questions for the business are:

- How can we transform learning to have more of an impact?
- How can we minimize the costs associated with managing the tools and processes required?
- Does the organization have enough of the staff and/or skills to design, curate and deliver an effective, impactful learning environment?

Bluewater as the Answer

In today's rapidly evolving business environment, L&D teams face challenges across the entire learning spectrum. For some companies, it may be one or two specific areas; for others, it can be everything. Bluewater has developed an approach to help their clients for any situation they may be in. Rather than trying to be everything to everybody, Bluewater tailors their approach to be exactly what each client needs.

One of the most common challenges is navigating the current learning technology landscape. In Brandon Hall Group's *HCM Technology Study*, just 54% of companies say their learning technology strategy is well-developed. Determining requirements and use cases that can help identify potential solutions is already a daunting task but the myriad continuously changing technologies is making it even harder. Bluewater's selection-focused services simplify and streamline the process, making it easier to come to the right decision.

Choosing the right technologies is just the first step of the journey, however. The top two challenges with HCM technology are that companies do not find it very administrative-friendly and that it doesn't integrate well with other technologies. Bluewater has services for both the implementation and operation of learning technologies to remove those obstacles.

Essentially, Bluewater can act as an auxiliary L&D team, ramping up or down to meet whatever needs are required. They can help clients select a technology and get up and running or they can run the whole thing for them. At every step, Bluewater's foundational Center of Excellence (COE) Methodology ensures they are focusing on the right things and meeting their clients' needs.



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In many cases, Bluewater has developed long-term client relationships with companies that initially thought they only needed a one-time engagement. Their ability to work closely as a partner to their clients has those clients returning for more sustained support.

Organizations believing they need just a little help but are overwhelmed by other learning services providers that want them to outsource the whole function can find a solid partner in Bluewater. And while they would obviously want that partnership to grow and continue, Bluewater's first commitment is to solve their clients' challenges, whatever the scope or scale.

- David Wentworth, Principal Learning Analyst, Brandon Hall Group

- Michael Rochelle, Chief Strategy Officer and Principal HCM Analyst, Brandon Hall Group

About Brandon Hall Group

With more than 10,000 clients globally and 28 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

Some ways we can help...



MEMBERSHIP PACKAGE

Includes research library access, events, advisory support, a client success plan and more.



ADVISORY OFFERINGS

Custom Research Projects, including surveys and focus groups interviews. Organization Needs Assessment for Transformation, Technology Selection and Strategy.



EXCELLENCE AWARDS

Global recognition showcasing leading programs and practices with a library of case studies.



PROFESSIONAL DEVELOPMENT

Virtual and on-site certification programs, workshops and webinars supplemented with research-driven assessments and tools.



ORGANIZATIONAL EXCELLENCE CERTIFICATION PROGRAM

recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.



SMARTCHOICE® PREFERRED PROVIDER PROGRAM

uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's quarter of a century's experience in evaluating and selecting the best solution providers for leading organizations around the world.



HCMA PROFESSIONAL CERTIFICATIONS

are comprehensive educational programs that center around a multiphase knowledge test.