

Building a global learning ecosystem

One Foundation.
Many Learning Experiences.

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Introduction

Global companies are being asked to do two things at once: create greater consistency across markets and make learning more relevant to the people in each one.

That balance is getting harder as AI reshapes work, regulations vary, and workforce skills change. But there's reason for optimism. The World Economic Forum estimates that 39% of workers' core skills will change by 2030, down from 44% in 2023 and 57% in 2020. It points to increased reskilling and upskilling as one possible reason the expected disruption has slowed.

Learning can help companies keep pace. The challenge is making it work across countries, languages, roles, and business needs without creating a patchwork of platforms, suppliers, content, data, and processes.

A connected learning ecosystem offers another path: one shared foundation for technology, content, data, and governance, with the flexibility to meet local and individual needs.

For global learning leaders, the question isn't whether learning needs to evolve. It's whether today's learning model can evolve with it.

¹ World Economic Forum — The Future of Jobs Report 2025; <https://www.weforum.org/publications/the-future-of-jobs-report-2025/>



Global learning has a fragmentation problem

Global learning fragmentation rarely starts with a bad decision.

A market needs specific compliance content. A regional team chooses a local supplier. A business unit adopts technology to solve an immediate skills need. Each decision may make sense on its own.

Across a multinational company, however, those decisions can result in overlapping systems, suppliers, content, contracts, and reporting.

That makes it harder for learning leaders to answer fundamental questions:

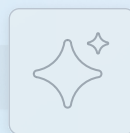
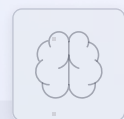
What are we investing in? Who has access? What are people using? Where are the gaps?

Fragmentation can make those needs harder to address at enterprise scale. What leaders can't clearly see, they can't consistently improve.



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– Talent Director, [Bunzl North America](#)



The choice isn't central or local

Global learning is often framed as a choice.

Make it central for consistency, control, and efficiency.

Make it local for relevance, responsiveness, and cultural fit.

Both matter. The better question is:

What should be shared, what should be adapted, and what should be tailored?

The connected learning model

The model creates consistency where scale adds value, while preserving relevance and engagement at the market and learner level.

Shared Globally

- Technology
- Content standards
- Data and reporting
- Governance
- Enterprise priorities

Adapted Locally

- Language
- Regulation
- Culture
- Market context
- Local examples

Tailored for learners

- Role
- Skills
- Format
- Career goals
- Capability level



There is an important distinction between consistency and uniformity. Consistency creates leverage, not sameness.

What a connected learning ecosystem does.

The value of a connected learning ecosystem goes beyond having fewer platforms. It creates a stronger way to manage learning across the enterprise, with implications for efficiency, governance, visibility, and speed. When learning technology, content, data, and core business systems work together, companies gain a stronger foundation for managing learning across the enterprise.



Efficiency

Shared infrastructure and sourcing can reduce duplicated technology, suppliers, content, and administration. Gartner's 2026 Technology Adoption Roadmap for Learning and Development warns that misaligned technology investments can increase costs without delivering equivalent value—reinforcing the need to evaluate the learning technology portfolio as a whole.



Governance

A common foundation can create clearer standards for content quality, data, reporting, and decision rights across markets. Good governance isn't about adding process. It's about making ownership, standards, and visibility clearer.



Compliance

A connected ecosystem makes it easier to keep required learning up to date, assign it consistently, track completion, and maintain clear records across markets. When regulations or policies change, stronger version control can help teams update learning faster. Central reporting also makes it easier to produce reliable training records when audits or other compliance reviews require them.



Visibility

Connected data gives leaders a clearer view of access, participation, usage, investment, and gaps across the company. It goes from “whether employees completed training” to “whether the right people have access to the right learning.”



Speed

Companies also need to respond faster, as technologies such as AI are adopted at different speeds across markets, functions, and roles. Add changing regulations and emerging capability needs, and a fragmented learning model can amplify those differences. With better version control, it's easier and faster to update all training when regulations change. The World Economic Forum reports that **77% of employers plan to upskill workers in response to AI**, while 50% expect to transition employees from declining to growing roles.

A connected ecosystem creates a stronger foundation for identifying a need, finding or creating learning, adapting it where necessary, and deploying it across markets.

² World Economic Forum — The Future of Jobs Report 2025; <https://www.weforum.org/publications/the-future-of-jobs-report-2025/>

Consistency only works when learning feels local

A learning experience can be available everywhere, globally, and still feel relevant to very few people.

For multinational workforces, relevance can depend on language, regulation, culture, communication style, examples, and role. Language access is foundational: employees need to be able to find, understand, and use learning in the languages that support their work.

That is why adaptation is more than translation.

Translation changes the words. Local adaptation changes the experience.

A global foundation can establish the standard. Local teams can adapt the context.

That might mean:

- Local regulatory requirements
- Market-specific examples
- Cultural context
- Familiar terminology
- Local communication styles
- Regional business priorities

The goal is not to build a separate learning ecosystem for every market. It's to make local adaptation easier within a connected one.

 Global access is still far from equal: 12.6% of the working-age population in Asia and the Pacific participates in structured learning activities.

International Labour Organization, 2026 ³

³ International Labour Organization — Lifelong Learning and Skills for the Future: Insights for Asia and the Pacific, 2026
<https://www.ilo.org/publications/lifelong-learning-and-skills-future-insights-asia-and-pacific>

Tailored learning makes a global ecosystem useful

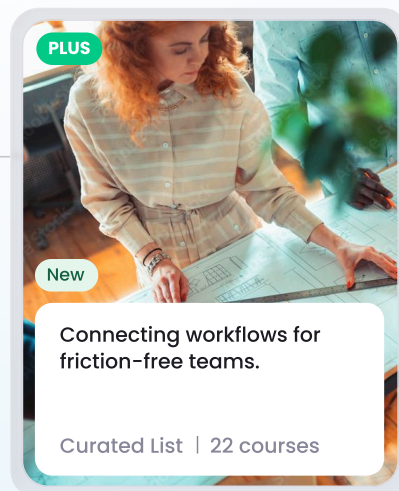
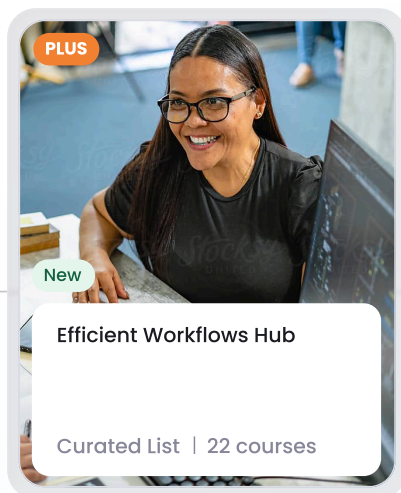
Local learning asks: Does this work here?

Tailored learning asks: Does this work for me?

A multinational workforce includes people with different roles, skills, experience levels, and career goals. Giving everyone access to the same library is not tailored learning. Giving them more content isn't necessarily more useful, either.

A connected ecosystem can make relevant learning easier to find through role-based pathways, thoughtful curation, skills-based recommendations, flexible formats, and access from any device, wherever employees work.

The objective isn't more choice. **It's a clearer path to the learning that matters.**



⁴ Learning Technologies Awards — 2026 Shortlist
<https://www.learningtechnologies.co.uk/learning-tech-awards/learning-technologies-awards-2026-shortlist>

A practical roadmap for global learning leaders

Moving toward a connected ecosystem does not require a “rip and replace” transformation. It can begin with better visibility, clearer decisions, and a focused place to prove value.

Assess

Map the current landscape across platforms, suppliers, content, contracts, reporting, languages, and regional processes. Look for duplication, gaps, inconsistent standards, and unnecessary complexity.

The question to answer: **Where are we solving the same problem more than once?**

Define

Decide what should be shared globally and where local flexibility creates value. Establish standards for technology, content quality, governance, data, and reporting without removing the local context that makes learning relevant.

Identify

Start where a connected approach can demonstrate meaningful enterprise value. Compliance and regulatory learning, global onboarding, leadership development, critical skills, and AI or transformation initiatives can all provide strong starting points. The goal is not to connect everything at once. It's to prove the model where it matters first.

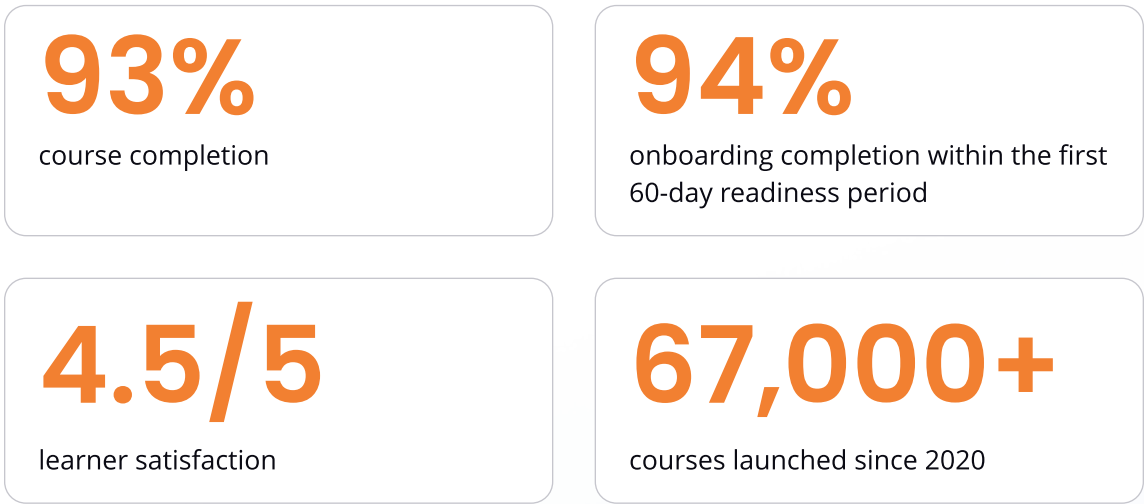
Measure and evolve

Build feedback loops with local teams and learners, then use what you learn to refine the ecosystem over time. Measure more than completion. Look at the outcomes a connected ecosystem is designed to improve:

Measure	What to watch
Efficiency	Cost and administrative effort
Speed	Time to launch or update learning
Access	Reach across regions, languages, and roles
Quality	Learner experience and content performance
Capability	Skills, readiness, and mobility
Governance	Visibility, consistency, and compliance

Put it in practice: How Getz Healthcare connected learning across 10 markets

Getz Healthcare shows how central direction and local relevance can work together. Operating across 10 Asia-Pacific markets, Getz Healthcare moved from a more locally managed approach to a connected learning ecosystem while retaining local involvement. Shared technology and learning resources created a stronger foundation. Local Learning Champions connected that strategy to market needs, learner feedback, and adoption. The company expanded beyond core compliance to include business skills, technology, safety, and workplace culture, using multilingual content and skills-based recommendations to enhance relevance.



Getz Healthcare’s transformation is also shortlisted for the 2026 Learning Technologies Award for Best Digital Learning Transformation.⁴

The significance is not the specific technology stack. It’s the operating model. Shared infrastructure created consistency without removing local ownership.

 [Read the Getz Healthcare case study](#)

The changing role of the CLO

A connected ecosystem changes more than technology. It gives the CLO an opportunity to move from managing initiatives and suppliers to shaping the operating model behind workforce capability.

That requires clear decisions about what belongs where. Technology, data, governance, quality standards, and enterprise priorities can create greater value when shared globally. Language, regulation, culture, and market context often need local ownership. Role, skills, format, and career goals bring relevance down to the individual.

Just as important is deciding what to simplify: the systems, suppliers, and processes that create work without creating enough value.

This reframes the conversation. **A connected learning ecosystem is not simply a technology decision. It's a strategic decision about how the company builds capability at scale.**



Technology alone isn't the strategy: 95% of companies surveyed had implemented AI in some capacity, but only 1 in 5 reported significant or transformational value.

Gartner, 2026 ⁵

Conclusion

The global learning debate has long been framed as a choice between central and local approaches. Multinational companies need it all: consistency without sameness, scale without losing relevance, and visibility without unnecessary control.

A connected learning ecosystem creates that foundation. By integrating technology, content, data, and governance while preserving local and individual relevance, companies can reduce complexity, strengthen oversight, and respond faster as workforce needs change.

For global learning leaders, the question is no longer:

How do we create a more connected learning ecosystem?

It is:

How do we build a learning foundation strong enough to scale, and flexible enough to matter?

⁵ Gartner — 2026 Technology Adoption Roadmap for Learning and Development
<https://www.gartner.com/en/documents/7440862>

Continue the conversation

Building a connected global learning ecosystem starts with understanding what you have today and where greater connection could create value.

OpenSesame learning specialists can help you assess your current environment and explore a more connected approach to global learning.

**Contact one of our learning specialists
to discuss your global strategy.**

Book a demo



Sources

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