

The Learning Management System

Preparing for an Uncertain Future.

A White Paper from
The HR World in
association with Learnient

THEHRWORLD.CO.UK



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About Learnient.

Learnient is an AI-first learning management system for small to medium-sized UK businesses that your employees will want to use.

The AI does a lot more than write your courses. It shows you where the skills gaps sit in your organisation and what training would close them. It gives people a place to practise a difficult conversation and receive real-time feedback on how it went. You can also ask it anything about your training or people data in plain English without building a report first.

Transparent, usage-based pricing means you only pay for those who actually train each month, not everyone who might log in one day!

www.learnient.com

About The HR World.

The HR World was set up to bring like-minded thinking senior HRs together to share ideas and problem solve some of the biggest HR challenges.

A unique network of HR Professionals aimed at furthering the future of work. Through original content and bespoke, immersive and outcome based events senior HRs collaborate and problem solve to support their business and personal ambitions.

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01

Introduction.

This white paper has been created to give a general overview of the use and potential of Learning Management Systems at a time of change and challenge.

This is an important time for the use of learning platforms due to:

- The use of AI in course design and delivery
- The need for skills within organisations, shown in both skills-based recruitment and skills-based talent management
- The imperative for organisations to achieve a competitive edge through their people.

Through our exploration we hope to offer a set of clear strategies in order to determine how organisations should approach the LMS market, how they should select and implement LMS tools.

Current State of Play.

Since its introduction the Learning Management System (LMS) has brought a coherent, efficient and practical way for organisations to utilise technology and bring meaningful learning experiences to their employees. Today, remote working and the need for skills within organisations, married with the ability to deliver relevant and timely training interventions, means the LMS can play a more significant role in the development of organisations than ever before.

Alongside the continued use of LMS, the emergence of LXP solutions (Learning Experience Platforms) increasingly powered by AI, have brought new opportunities for employee education. These systems, first emerging in the 2010s, offer learner-centred education rather than being focussed around specific organisational targets. While LMS depend on the organisation to determine and provide content, the LXP offers user-generated content, reflecting and keying into the individual's own curiosity and desire to learn while drawing from a wide range of educational resources including social learning.

As the market continues to develop, elements from both these systems are being combined by providers and employers to create the best solution for employees. This means creating systems which both address organisational needs and maximise engagement.

Current and future growth.

The importance and ongoing potential of the technology is evidenced from the current value and projected growth of the industry. Figures from MarketsandMarkets [<https://www.marketsandmarkets.com/Market-Reports/geography/learning-management-systems-market/uk>] valued the UK Learning Management Systems market at \$2,674.6 million in 2025 (nearly £2 billion). The organisation pegs market growth at 17% CAGR – outstripping other European markets – and turning in a promised a value of \$4,257.6 million (£3.17 billion) by 2030.

This growth is powered by the ongoing push for digital transformation across public and private sectors together with sustained investment in employee and student development. MarketsandMarkets also highlights occurrences such as the adoption of remote working, mandatory compliance training, and the UK government's commitment to upskilling initiatives as playing a part in this impressive growth.



01. INTRODUCTION:CURRENT STATE OF PLAY

While the LMS clearly has a role to play in the development and progress of organisations, they are also seen as having a positive impact for individual learners. In 2024 Ken Research found 64% of corporations in advanced economies had integrated AI-driven LMS tools to enhance user engagement

[<https://www.kenresearch.com/industry-reports/global-corporate-lms-market>] – a recognition of the potential and power these systems have over employee performance. LinkedIn's Workplace Learning Report, 2025 found 91% of learning and development professionals in the UK agree that continuous learning is more important than ever for career success

[<https://business.linkedin.com/learn/resources/workplace-learning-report-uk>] and the LMS plays a significant role in making this happen.



Growing complexity.

The LMS/LXP is also becoming more complex in its delivery and place within organisations. With the possibility of AI-driven personalisation, combined with a wide variety of resources across multiple formats, these systems should be made as accessible as possible for users. On the one hand this means ensuring consistent access across all devices – work/home computer, mobile phone, tablets etc. – but also it means ensuring the interface is easy for everyone to use. Navigating and accessing material needs to be as easy as possible for users, as well as ensuring progress is recorded and built upon, both for users and for the organisation. While users will benefit from seeing the progress they have made, system analytics will demonstrate value for organisations – both in terms of learning outcomes and to further contribute to strategic skills development within the business.

But while the place of some kind of learning system within organisations seems assured, exactly what that looks like is still uncertain. Advancing technology – AI in particular – can both contribute to the development of the LMS/LXP and also disrupt its use. Within both types of systems there is the potential for technology to tailor learning to groups of employees or even individuals, but there also exists the possibility of AI removing a common structure for learning entirely.

The Death of the Course.

There has been much discussion around 'The Death of The Course', the idea being that technology now enables individuals to get the precise learning they need in diverse formats – the format that suits them. Personalisation doesn't just mean delivering content which maps precisely to what they need, it means offering that content through the media the individual finds most engaging and effective. It is no longer necessary for individuals to all undergo the same course or learning experience to get the skills and knowledge they need – one person may learn effectively through a video while another may learn the same thing through reading/completing tests. AI can change how individuals learn as well as what they learn.

With this increase in tailored resources comes the twin challenge of data protection and quality assurance. Employers can benefit from using such systems across their organisations, but at the same time they need to be aware of how those systems are using individual and company data and to what other systems and networks they may be connecting. As personalisation increases these platforms need to be protected from malicious use.

01. INTRODUCTION:CURRENT STATE OF PLAY

The current level of uncertainty and change across the business world also presents challenges for the LMS. At a time when markets can change rapidly and organisations are dealing with geo-political influences, the requirements and results from an LMS can seem to be in flux. Systems have always benefited from being flexible, but currently that flexibility is crucial to success.

Given the level of investment and growth forecast in the market the issue of return on investment cannot be ignored. Training and development, and LMS in particular, cannot be provided as a 'nice to have' they must be seen to deliver high levels of value to organisations. Organisations need to be clear why they are investing in systems and what they expect to get out of them. This demand for results must be at the heart of any LMS use.

All of the above also indicates the current and increasing importance of the L&D professional within organisations. L&D directors and managers need to be fully aware of their organisations' business strategy, of the barriers and challenges to achieving success and the ways in which an LMS can be deployed to the benefit of the organisation. They need to be aware of the LMS market and be able to identify tools and systems which work for their unique circumstances and employees. They need to understand the design and potential of systems, but also know what is right for their organisation and people. Through this contribution they should attain a high status within their organisation, playing a leading role in its development.

01. INTRODUCTION:CURRENT STATE OF PLAY

This, then is not just a crucial time for the LMS, it is an important time for training and development in general. Gone are the simple days of identify need – deliver course, today the LMS and training and development are a question of strategy, technology, focus and unique delivery. Managed correctly this represents a critical source of competitive advantage for any organisation.



01. INTRODUCTION: CURRENT STATE OF PLAY



Traditional LMS platforms still have an important role to play in delivering mandatory training and core development programmes. The opportunity now is to combine those foundations with AI-powered tools that can personalise content, recommend learning in real time and help colleagues build skills for the future. The technology is evolving rapidly, but successful implementation depends on keeping the learner experience simple and intuitive.

For many frontline colleagues, time is the scarcest resource. They are not sitting behind desks all day and may only have limited opportunities to engage with technology during the working week. Learning platforms need to reflect that reality, providing mobile-first, bite-sized and highly accessible content that can be consumed in moments rather than hours.



- Alison Richardson, Head of Organisational Development, InPost UK

02

Disruptors.

02. DISRUPTORS

AI.

AI is bringing new and impressive features to learning and LMS in particular, but it is also creating a level of confusion and uncertainty in the market.



02. DISRUPTORS

- Josh Bersin has heralded the creation of dynamic learning through AI [<https://joshbersin.com/2025/06/the-ld-revolution-docebo-goes-ai-native-sana-expands-what-do-you-do/>] using the technology to create individual experiences, track and respond to learning requirements.
- Everything has AI embedded. It is being used extensively to tailor learning materials for individuals. But is this technology being over-relied upon, giving organisations a false sense of security that people are getting the skills they need?
- Organisations need to be cautious about how they are using AI and what they are enabling it to do. As with any AI implementation there needs to be a human gate-keeper or guard rails ensuring the results makes sense and that employees are getting what they need from the experience. Learning isn't just about securing skills, it's about how those skills are used within the company. That's to do with company culture and AI isn't always appreciative of that aspect of working life.
- AI is now accessible by individual employees outside the company context. As such they could simply use the technology to find the knowledge and skills they believe they need. This may undermine company training and development initiatives. The LMS must therefore still be positioned as a relevant and critical part of employee life, otherwise the contribution to business strategy and overall ROI could be lost.

02. DISRUPTORS



The emergence of AI, adaptive learning and skills intelligence platforms is transforming how organisations think about capability building. However, for businesses with large frontline populations, the challenge is ensuring that learning remains practical and easily accessible for colleagues whose primary focus is serving customers, managing operations and keeping the network moving.



- Alison Richardson, Head of Organisational Development, InPost UK

02. DISRUPTORS

ROI/Pricing

Investment in any HR system presents a challenge. To make any kind of change HR functions need to demonstrate a clear business case – ROI that says when the company will achieve payback, data that says what has been achieved and the real impact on the bottom line.



02. DISRUPTORS

- Pricing models are inflexible. Even when fees claim to be based on user numbers this can be inappropriate and expensive if those users do not access or complete the learning experience provided. L&D professionals can work hard to make sure licenses and capacity are fully utilised but this may not best serve the organisation. Does everyone need the same access to learning resources? Perhaps some employees only need short term access, or access to one particular course, while others have longer term needs. However, to get true ROI, the L&D function needs to go further and see that cost corresponds to actual access and completion of courses, perhaps even to demonstrate skills and competence achieved. Only then will pricing truly reflect use and the actual impact of the learning resource.
- Employers can easily record courses delivered and completed. They can also record employee sentiment about these courses – were they enjoyed, were they relevant, have they made a difference to the individual's work (in the student's opinion and in reality). However, L&D professionals need to go further and be able to show impact on the organisation itself.

02. DISRUPTORS

- LMS systems generally involve a high initiation cost and then continuing costs throughout their use. According to Ken Research, maintenance and upgrades can cost 20% of original investment every year [<https://www.kenresearch.com/industry-reports/global-corporate-lms-market>]. This is a significant investment for any business to consider. It becomes even more of a hard sell if companies believe they can access learning resources independently through general AI use. The difference does then come down to the impact the LMS has on strategy and company direction, so there could be potential here for a more flexible approach to pricing – perhaps one which ties in with the measurement of organisational impact.



03

Opportunities.

03. OPPORTUNITIES: INTEGRATION

Integration.

The right LMS should fit perfectly with an organisation's other systems. Both technically and practically.

Achieving integration between the LMS and a company's HR systems is always desirable from a time saving and efficiency point of view. Sharing data between systems means organisations can reduce the occurrence of 'double entry' of data into systems and ensure greater accuracy across the workplace. This in turn means managing employees and skills around the business becomes easier.

However, while LMS providers promise integration with other systems this doesn't always happen efficiently. Good integration requires robust APIs and clean data synchronisation. Without this, sharing data can become complex and frustrating. The creation and maintenance of clean, accurate data is a job in itself, and one which requires the input of an organisation's IT specialists.

This is important because it means the LMS can directly feed into employee data. This has benefits for employee management, succession planning, career paths, and overall company skill management – for example, ensuring certain skills are ready for a specific project or within a specific team.

03. OPPORTUNITIES: INTEGRATION

The integration of data also enables L&D professionals to access strategic data which can inform their decision and demonstrate impact. By bringing together HR data in this way it is possible to link training and development activities to other HR metrics: engagement, retention and so on.

From an employee experience point of view, integrating HR systems with the LMS puts everything in one place. It should mean the employee experience is smooth and coherent. They can update records, receive company communications, access their reward schemes etc.etc. and learn all from one platform.



03. OPPORTUNITIES: FLEXIBILITY

Flexibility.

The increasing use of AI in workplace education together with ever increasing flexibility in education delivery has, for some, signalled the end of the course. The concept of learning taking place in a formalised environment within a certain structure has been replaced with the idea that skills and knowledge can be achieved in tailored, bite-sized pieces as and when required. Training content can be unique to each user according to their need, but so can the method by which they receive that training.

Microlearning, for example, which involves delivering content in small, focused segments, enhances focus and has been said to increase long-term retention by up to 80%. Mobile learning also continues to expand with over 70% of corporate learners now accessing training via mobile at least sometimes [above stats: <https://www.teachfloor.com/blog/lms-statistics>].

However, there are some scenarios where the more traditional course structure is still required. Compliance training is still an important part of many workplaces. Employees need to demonstrate specific knowledge and competence and this needs to be verified by the employer, and possibly by official governing bodies. This can really only be done through a structured approach where certain information is communicated and demonstrated to have been learned.

03. OPPORTUNITIES: FLEXIBILITY

Not only this but it should be remembered that some employees will prefer to receive learning through a more structured, led approach. Not everyone finds it easy to self-manage their learning or engage in learning through their own initiative. Younger employees or newer members of staff may need more support and guidance to engage with workplace learning compared to older/more established employees.

At the end of the day the question of flexibility is not one of losing structure altogether but of ensuring there are sufficient options for every employee to engage with learning content in the way that works for them.



03. OPPORTUNITIES: COMMUNICATIONS

Communications.

Since the LMS/LXP is a platform which is designed to reach all employees across an organisation, it can serve as a useful platform beyond education material alone. This is somewhere employees are likely to visit regularly, a place that could send out information and notifications seen by all.

As such this resource doesn't have to be only a learning library for employees, it can become a hub for the organisation, a place that contributes to and develops a sense of community for employees. The LMS/LXP is a place not just for serving the organisation but a place where employees can share a love of learning, and encourage each other to achieve more. As such it can play a huge part in the creation and maintenance of company culture.



04

Conclusion.

04. CONCLUSION: TOOLS AND APPROACHES FOR CONTINUOUS LEARNING

Tools and Approaches for Continuous Learning.

As learning platforms continue to develop and evolve, learning professionals must take the lead to determine the best options for their businesses. With the right approach they can act not just as facilitators for learning within organisations but as catalysts for organisational improvement, enhanced productivity and greater efficiency.



04. CONCLUSION: TOOLS AND APPROACHES FOR CONTINUOUS LEARNING

To do this they need to develop and maintain:

- An awareness of the full potential of LMS/LXP systems and the use of elements of both when designing their organisation's learning platforms. Systems, courses and learning resources should reflect the reason for learning: Do you want to create learning for compliance and skills, do you want to create a culture of learning, do you want it to enhance employee engagement or a combination of these?
- The relevance and use of skills developed through the learning platform. Skills do not necessarily need to be directly relevant to the workplace. If they key into the individual's interest they will support engagement and drive employee loyalty.
- AI and data must be used appropriately and compliantly.

Through this approach the LMS/LXP can be a source of competitive advantage – heightening the performance of employees but also attracting committed and valuable talent to the organisation.

In her book, *Eight Levers of EdTech Transformation*, Lori Niles-Hofmann (LDA Press, 2025) says: "What we need is a learning ecosystem that's deeply integrated into the flow of work, that's invisible yet omnipresent, that's personalized yet aligned with organizational goals. The L&D function of the future operates with precision. It doesn't just offer learning opportunities; it tackles the skills to enable the tasks we need when we need them."

04. CONCLUSION: TOOLS AND APPROACHES FOR CONTINUOUS LEARNING

She also highlights how AI and skills intelligence systems are changing the playing field: "These technologies have the potential to map the skills landscape of our organization in real time, identifying gaps and predicting future needs with unprecedented accuracy." In other words handled correctly systems will not just be able to deliver courses, they will be able to help organisations predict what courses are required, how many employees should take those course to gain particular skills, how long it will take to gain those skills and so on.

Learning should never exist in a silo – something separate from the everyday running of the business, or an activity an employee does and then returns to work. It is something that is a critical and embedded part of being at work. It is a part of working life and a part of company culture.

The potential exists to make the relationship between learning and working life closer and L&D professionals need to push forward to make this happen.

04. CONCLUSION: TOOLS AND APPROACHES FOR CONTINUOUS LEARNING



As automation and AI become increasingly embedded across e-commerce and logistics operations, organisations have a responsibility to help employees adapt and develop alongside those changes. The most effective learning channels will be those that make development feel like a natural part of work, rather than an additional task competing for attention in already demanding operational environments.



- Alison Richardson, Head of Organisational Development, InPost UK

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