Capgemini

THE FUTURE OF LEARNING WITH THE **METAVERSE**

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INTRODUCTION

Against a backdrop of transformation in our relationship with work, companies today must continually adapt to gain or maintain their competitive edge. Major changes in recent years have put the work environment at the core of the Employee Experience, with the "Future of Work" revolution: new flexible working hours (synchronous or asynchronous), flex-office, remote working, and more recently the 4-day week. This is in addition to the war for talent facing the entire market. Today, 77% employers find it difficult to recruit the right people[1]. However, this challenge to attract also involves another major pillar of the Employee Experience: The "Future of Learning".

Many organizations continue to innovate through the Metaverse and Immersive Experiences and think up new uses for them, as their development seems to have no limits other than those set by the boundaries of our own imagination. It's also important to note that the return of artificial intelligence to the forefront of the technological scene, notably with the rise of Generative AI, doesn't mean the end or replacement of the Metaverse; instead, it complements and builds on it. Curiosity about the Metaverse remains high, as shown by a study carried out by Capgemini Research Institute[2]. Indeed, 9 out of 10 consumers say they are curious about this technology, and 61% believe that immersive experiences can have an impact on the training sector. We still have some time to go before the Metaverse reaches full maturity, but it opens a wide field of possibilities.

Understanding new technologies is deeply rooted in Capgemini's DNA, and it was during discussions between Capgemini experts that the subject of the Metaverse applied to training came up. Right from the start, we noticed that our teams had differing points of view on the actual contribution of the Metaverse to employee training. This line of questioning led us to delve deeper into the issue by conducting in-depth research and interviews, with a view to drafting this Point of View as a first response. A warm thank you to the contributors and the research team for opening and nourishing the discussion. We hope the readers will join our community of debaters.

[1] 2023 Global Talent Shortage, ManPower, 2023
[2] https://www.capgemini.com/insights/research-library/immersive-experiences/

METAVERSE AT THE SERVICE OF THE EMPLOYEE EXPERIENCE

The Metaverse: What is it?

The first definition of a Metaverse appeared at the dawn of the 90s, but today there are many more. According to the definition given by the French Ministry of Culture, after interviewing more than 80 leading figures in the field: "The Metaverse is an online service providing access to shared, persistent, real-time simulations of 3D spaces, in which immersive experiences can be shared."[3] The Metaverse thus refers to a virtual universe in which it is possible to walk around in the form of a digital avatar and meet other avatars, corresponding to real people. Immersion can be more or less total, depending on whether access is via a virtual reality headset, mixed reality glasses or headset (Apple Vision Pro) or a PC or mobile interface[4]. A concert organized on Fortnite has very little in common with a recruitment forum organized on Space.io, and yet both are part of the Metaverse. There are many use cases, and if we were to make an initial categorization following our research, we would have:

1 **Future of Customer and Citizen Experience:**

Accessible from a wide range of devices ranging from web browser to VR or MR headset, this is the future of the Internet. More immersive, users benefit from humanized interactions with people, brands, organizations, products, places, or services. It brings a seamless experience for shopping, access to public or private services, entertainment, and social interactions.

[3] Inter-ministerial mission report on the development of the Metaverse (October 2022)
[4] https://www.managementdelaformation.fr/reperes/2022/06/14/formation-metavers-pour-contre/

2 **Future of Employee Experience:**

Focused on collaboration and improving the employee experience, this is the least mature dimension to date, but one that will be addressed in this point of view.

3 **Future of Industrial Experience:**

Extending the Digital Twin concept by bridging physical-digital worlds, workers and engineers can collaborate, design, simulate, train, control and ultimately operate physical assets from virtual environments.

As far as the adoption of the Metaverse on the market is concerned, while in the eyes of the public we can observe a form of distancing, whether in terms of exposure or commitment on the part of major groups, this does not mean that its end is near. We can refer to Gartner's technology hype curve[5]: in August 2022, Gartner added the Metaverse to this curve and considers that the Metaverse productivity plateau ("when mainstream adoption starts to take off") will be reached in 10 years' time.

The impact of the Metaverse on HR: Towards a new value proposition for employee development

CEO of Capgemini Group, Aiman Ezzat, recently shared an article on the power of the Metaverse to create immersive experiences that will transform the way we work, collaborate, and innovate.[6] There are a growing number of examples where the Metaverse is being used in Human Resources to enhance the Employee Experience. Imagine a virtual world where you can access a safe containing all your administrative data, access an "HR Office" where you can ask your questions either to an artificial intelligence mechanism for the simplest questions, or make an appointment with a member of HR directly, or undertake training and monitor your career (through the integration of HR tools). The Metaverse thus represents the evolved form of today's HR ERPs[7].

This technology brings value to HR in three ways: Recruitment and induction, training, and career management. The predominant HR use case to date concerns the recruitment and onboarding phase. One example is the recruitment event launched by Capgemini Invent in October 2022 called "The METaverse Talent Experience". The event welcomed 118 participants from 15 different countries and received an overall satisfaction rating of 4.4 points out of 5. The immersive experience brought a new approach to the recruitment process, attracting candidates curious about the experience. The innovative, interactive, and playful nature of the event won over the talent. What's more, organizing this international event enabled us to develop a much closer relationship than a simple videoconference, through immersion, while reducing costs as compared to a face-to-face event. In this way, democratizing the Metaverse recruitment process would make use of the Metaverse accessible to a wider audience.
By 2027, 60% employees will require access to training to adapt to new professions/technologies/uses. Investing in employee skills through training (upskilling/reskilling) is one of the major transformation levers for an organization. Between the disappearance and arrival of new professions that will require adapting to new technologies (e.g., Generative AI, Metaverse, quantum computing, etc.) with reskilling, i.e., skills reconversion, or the continuous improvement of existing processes via upskilling, i.e., skill development, training must be placed at the heart of the Employee Experience. This can be achieved, for example, by renewing the career path and introducing new objectives linked to the mastery of these technologies.
Or by innovating our current training courses, offering new certifications and training paths through dedicated academies. Beyond being a necessity for the organization, training is a vector of engagement, attractiveness, and productivity for the company's players.

So, in this article, we will consider the impact of the Metaverse on employee training. For what types of use cases and skills can use of the Metaverse make a major contribution to (re)inventing the learning experience, for both trainers and learners? What are its key benefits and challenges? And finally, what are the key success factors for applying the Metaverse in training for organizations?

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[5] https://www.gartner.fr/fr/methodologies/hype-cycle

[6] https://www.linkedin.com/posts/aiman-ezzat_the-metaverse-opportunities-for-business-activity-7047194005171798017-7JOe?utm_source=share&utm_medium=member_desktop

[7] https://www.salesforce.com/fr/resources/articles/definition-enterprise-resource-planning/

THE THREE MAIN USE CASES FOR METAVERSE APPLICATION IN TRAINING

Before going into detail about the benefits/challenges that the Metaverse can bring to professional training, it's important to distinguish between use cases. Based on our research, we have categorized three main types of training: operational training (focused on processes), technical training (focused on tools) and soft skills training. It's important to note, however, that given the potential of the Metaverse, new use cases are likely to emerge as advances are made in the field.

Operational training (processes)

The first concerns operational or 'process' training. A simplified example would be learning how to manage a company's supply chain. The learner could then take tests in a Metaverse, in direct contact with the channel in question, which would be transposed into a virtual universe. This practice already exists and is known as 'Industrial Metaverse' and its underlying concept of "Digital Twin". According to a study report on Metaverse applications in the industry, a Digital Twin is defined as: ***A virtual representation of real-world physical objects, processes, or systems and their interconnections***[8]. Let's take a more concrete example from a chemistry laboratory. Through the creation of this Digital Twin, it would be possible to learn on 3 levels:

- Take a simple tour through this Digital Twin to discover the laboratory, get used to the different materials, machines, etc.
- Learn safety procedures, information on the various equipment to be used and the protocols to be followed.
- Learn by direct experimentation, with zero risk since the environment is virtual.

[8] On the path to the industrial metaverse, Capgemini

As the Metaverse aims to connect people, it would also be possible to have a representation of the various interactions between people, particularly in the event of an emergency (fire, chemical leak, etc.). In the healthcare field, we can imagine an operating theater transposed into the Metaverse, where an entire medical team would train together on an operation without endangering the life of a human being. In this way, the use of the Metaverse to train on operational processes and actions offers a wide range of possibilities. The main advantage comes from these digital twins, but they do have the disadvantage of costing a lot of money to reproduce reality as accurately as possible.

Using the example of an operating theatre as a guide to differentiation: operational training (process training) would involve mastering the various stages of an operation, for example, while technical training would be based on tools (lasers, endoscopes, etc.). In this way, a surgeon could train many interns at once, using images, diagrams, videos, and digitally reproduced tools to demonstrate the entire operating process. Interns can simultaneously reproduce what is shown to them, without any risk of damage[9]. Another example involves SNCF Réseaux, which rolled out a training tool called “L’Immersive studio” in 2018. This has enabled them to train their staff in various safety measures through simulations that reflect different learning environments, without the learners having to travel each time or being put at risk.[10]

Technical training (tools)

Our second use case concerns technical training. This is probably the most common and expected case for the use of immersive technologies such as virtual, augmented, or mixed reality. It is also very similar to operational training. Once again, the main advantage is to provide zero risk and security, favoring a "Test & Learn" approach. Like our first use case, digital twins can also be useful when we need to reproduce industrial tools or instruments in a Metaverse. These use cases represent high added value in heavy industry (energy, arms, aerospace, etc.). The Metaverse would accompany the training of engineers and technicians on cutting-edge tools and materials, encouraging experimentation and failure, unlike what reality offers.

All this is driven by the notion of "Learning by Doing", which is reinforced in the Metaverse through immersive and virtual reality. To take the example of medicine, some market players have specialized in the digital reproduction of medical tools, enabling teams to practice virtually before actual use. This approach allows the team to interact with tools whenever they want, developing the technical skills needed for proper use while saving logistical costs and time.[11]

The Metaverse thus offers new points of view on the technical nature of a product. With a simple movement of the hand, it would be possible to break down the aircraft to focus on a tiny part, study the inside of an engine... And thanks to the possibility of connecting people, this would bring a new way of approaching a product and iterating on its potential enhancements. Virtual reality specialist SkyReal, for example, has developed several immersive training courses for the Safran Group. This could involve training operators in the installation or repair of complex industrial equipment.[12]

Soft skills training

Less mature than the other two, a surge of interest is beginning to emerge in immersive soft skills training. Indeed, the latter are increasingly in demand on the job market, especially among young graduates. The Metaverse enables us to develop behaviors that we can then put into practice in the real, physical world (e.g., meeting people, ability to communicate, developing self-confidence, etc.). While today's soft-skills training programs work very well in face-to-face sessions, the Metaverse allows for greater personal freedom (as we are less subject to the gaze of others) and connectivity, developing the training's international potential. A few examples of this use case would be the creation of a Metaverse adapted for training around "How to manage an international team", improving public speaking with the simulation of a large stage filled with "fake" people, or customer service training for major retailers. The possibilities are numerous, and remain under-utilized, especially in professions where these soft skills are increasingly in demand, even though they are not part of the initial training (engineers, industrial project managers, etc.).

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[9] https://fundamentalsurgery.com/platform/collaborationvr/
[10] https://www.valtus.fr/2022/03/23/le-metaverse-au-service-de-la-formation-deja-une-realite/
[11] https://fundamentalsurgery.com/platform/collaborationvr/
[12] https://sky-real.com/fr/news/la-solution-skyreal-accompagne-le-developpement-des-modules-de-formations-immersives-de-safran-engineering-services/

OPEN A NEW FIELD OF POSSIBILITIES: THE BENEFITS OF USING THE METAVERSE IN TRAINING

The idea of providing training in the Metaverse dates to the early 2000s. In the field of higher education, Olivier Lamirault, Director of Innovation and Technology at EM Normandie, was already organizing English courses in Second Life in 2007[13]. According to our research and interviews[14], the Metaverse applied to training has 4 major benefits: it enables organizations to offer their teams more collaborative, effective, engaging, and innovative training.

Towards greater collaboration

By recreating a work environment that resembles the real thing and brings people together, the Metaverse is, in essence, collaborative. It can bring together employees working remotely, creating a strong sense of proximity in highly technological environments. Anne Fenninger, head of the Data and Software Academy at Stellantis, believes that the Metaverse has made a major contribution

[13] https://usbeketrica.com/fr/article/metavers-dans-l-enseignement-superieur-il-y-a-une-vraie-volonte-de-creer-une-experience-collaborative

[14] Source: Capgemini interviews with internal and external Metaverse experts

to international collaboration between teams scattered between France, Brazil and the USA following the merger of the FCA and PSA groups, by offering employees training experiences in the Metaverse.

These training courses, provided by tech specialists, ensured that the teams were able to learn what is known as "ATAWADAC[15]", meaning any digital content that can be accessed from anywhere, at any time and on any type of device. In addition to the possibility offered by the Metaverse of being even more connected, the Metaverse is also a means of reinforcing the effectiveness of training on team performance.

Towards greater efficiency and productivity

When used in training, the Metaverse helps to capture the attention of "trainees" and transmit information more effectively. Employees trained in the Metaverse are in fact four times more focused than their peers doing online training, and employees taking part in Metaverse courses can be trained up to four times faster than those taking part in classroom training[16].

On the other hand, since it enables practice in an immersive, low-stress environment, training in the Metaverse translates into higher levels of confidence and a greater ability to apply learning in the work environment. Learners trained in the Metaverse are up to 275% more confident in applying what they've learned after training, a 40% improvement over classroom training and a 35% improvement over online training[17]. In addition to its effectiveness in terms of learning and productivity, the Metaverse is also a vector for increased employee engagement, thanks to its playful and experimental nature.

Towards greater engagement

According to Albert Einstein, "play is the highest form of research". Indeed, games applied to training are a universal vector of motivation and engagement, since they enable us to share feelings and emotions collectively, and to learn while having fun. Employees already expect their organization to offer them more active and fun digital training courses, which tend towards a Metaverse format. 72% employees want to gamify their training with digital games[18].

The combination of the Metaverse and the Serious Game represents a vast field of opportunity for organizations wishing to offer their employees gamified virtual experiences. This winning combination is particularly effective for developing employee skills or raising awareness of a particular issue in an engaging and innovative way.

Towards greater innovation

The Metaverse, plural by nature, offers infinite creative possibilities which, when applied to training, revolutionize its substance and format. By redefining the boundaries of reality, the Metaverse changes the way we are as learners, through the personalized avatar we become in this virtual universe. But it also changes the way we learn, by giving an active experiential dimension to our relationship with training and enabling us to experience unprecedented moments[19].

The Metaverse thus enables us to innovate both individually and collectively, as part of a "Test & Learn" or "Learning by Doing" approach involving both learners and trainers, who must also familiarize themselves with this new world. The Metaverse can thus help companies to imagine and design other possible ways of acculturating their employees to a given theme or developing them in a particular skill, as illustrated by the three use cases of our article. In addition to new learning topics and formats, innovation in training through the Metaverse could also mean innovation in certifications and rewards for learners (e.g., NFT certificates).

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[15] https://gymnasedumanagement.fr/la-formation-accessible-partout-et-tout-le-temps-pour-optimiser-votre-temps/#:~:text=ATAWADAC%20%3A%20d%C3%A9finition%20et%20exemple,son%20ordinateur%20ou%20son%20mobile%E2%80%A6

[16] https://www.pwc.com/us/en/tech-effect/emerging-tech/virtual-reality-study.html?_hsenc=p2ANqtz-8qjIaovwH6DXi2JNjHpm5WYZ-KrVBPYitwM1TfoSi-bc2LPlN7hrCBCAMHtUKp00icF8pr

[17] https://www.pwc.com/us/en/tech-effect/emerging-tech/virtual-reality-study.html?_hsenc=p2ANqtz-8qjIaovwH6DXi2JNjHpm5WYZ KrVBPYitwM1TfoSi-bc2LPlN7hrCBCAMHtUKp00icF8pr

[18] https://emeraude-escape.com/serious-game-dans-le-metaverse/

[19] FNEGE round table: Hopes and risks of the Metaverse

CHALLENGES IN USING THE METAVERSE FOR TRAINING: OUR RECOMMENDATIONS FOR A "PRAGMATIC AND MINDFUL" APPLICATION OF THE METAVERSE

Starting with the Why

Despite all the advantages offered by the Metaverse, it also presents a few challenges. For Nathalie Badreau, Director of the Influence and Reputation Department at ISCOM (a communications and advertising school with 10 campuses in France) and co-founder of the Metaverse Lab: "It's important to understand that the Metaverse and its virtual worlds are not intended to replace traditional teaching, but to complement it, modernize it and improve it." In fact, the Metaverse is not intended to replace "classic" pedagogy, but rather to support and enhance it[20].

For companies, it's not enough to simply create a virtual room with chairs and invite avatars to sit down, but to really think about the benefits of training in the Metaverse rather than in the traditional setting, by defining a strategy focused on the value of training. In other words, we need to study the relevant use of the Metaverse, so as not to fall into the "gadget effect" if there is no concrete use for its application.

To enable trainers and employees to understand the benefits of the Metaverse, it is therefore essential for organizations to communicate clearly and transparently about it, by devising an acculturation path to accompany the change introduced by the Metaverse into the learning curriculum.

[20] https://communotic.normandie.fr/formation-multimodale-de-quoi-parle-t-on/articles-de-fonds/metavers-en-formation-une-nouvelle-etape

Make metaverse training more accessible

Implementing the Metaverse in training requires a material cost (as the economies of scale inherent in the Metaverse will not be realized for several years), but also an intangible cost (linked, for example, to the acculturation of trainers and learners to the technology) that is not negligible for companies.

The question of accessibility to training in the Metaverse poses time constraints (e.g., it takes around 6 months to prepare a training course in the Carrefour meta-campus) and major challenges for organizations wishing to deliver training in the Metaverse (e.g., access to the Metaverse for senior citizens who are not technologically literate, or people with disabilities, etc.).

For companies, this means both acculturating their trainers and employees to the Metaverse (e.g., familiarizing them with the technical environment specific to the Metaverse) and adopting a "Test & Learn" approach to continuously improve the learning experience in the Metaverse so that it can be useful for the greatest number (e.g., technical interfacing between VR headsets and e-learning platforms to collect SCORM-type data: Score, module pass status, time spent, etc.).

Make metaverse training more responsible

In addition to the fact that sometimes accessing the Metaverse is difficult, there's also the question of individuals' adherence and support to the Metaverse. Indeed, in terms of responsibility and ethics, some opponents of the Metaverse decry its negative ecological impact on the planet, in an era where the new generations Y and Z are increasingly militating for a decrease in the expansion of mass technologies. And, on a human level, the psycho-social (digital fatigue, addiction, isolation, etc.) and moral risks that can be induced by the Metaverse must also be controlled[21]. For example, to limit cyberbullying, the company Meta has developed a "protection bubble" to enable avatars to isolate themselves from attacks by their peers[22]. In the context of training, the role played by the trainer is also essential for making training in the Metaverse more responsible (e.g., monitoring malicious behavior) and undoubtedly contributes to the necessary humanization of the Metaverse pedagogical experience.

Make metaverse training more human

Beyond the existence of virtual interactions between avatars in the Metaverse, it is also vital for companies to take care to maintain the link between the virtual and real worlds, as without the permanence of this link, the Metaverse experience and/or the return to physical reality can be somewhat disappointing or truncated for learners (e.g., frustration with the difference between real and virtual environments, difficulties in applying a skill learned in the Metaverse, etc.). To this end, it is essential to remember that in the Metaverse, "VR is only a tool at the service of the trainer", "the trainer cannot be obsolete", whether upstream, during or at the end of training[23].

Leverage the Metaverse ecosystem

Additionally, from a more global point of view, since the Metaverse ecosystem is immense[24], organizations wishing to deploy Metaverse training for their employees need to create and develop an interconnected network of reliable and competent Metaverse partners. As no company can undertake such projects on its own, they need to surround themselves with "Metaverse enablers", i.e., experts operating in various specialties like the creation of 3D platforms, infrastructure, virtual reality, educational content and so on. Internally, companies may also be looking to recruit "Chief Metaverse Officers"[25], educational engineers or trainers with new skills in soft skills (e.g., design, creativity, etc.) or hard skills (AI, cloud computing, Metaverse, etc.), who are in short supply on the market to deploy high value-added Metaverse training courses and thus offer an ever more optimal Employee Experience to their talent[26].

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[21] https://www.cairn.info/metavers-et-rh--9782376877073-page-90.htm
[22] https://kulturegeek.fr/news-251755/eviter-harcelement-metavers-meta-active-defaut-bulle-protection-lavatar
[23] Conference "How to facilitate an effective VR training course? ", October 2022, Jeff Sebrechts, Numix
[24] https://medium.com/building-the-metaverse/market-map-of-the-metaverse-8ae0cde89696
[25] https://www.maddyness.com/2023/02/22/loreal-web3/
[26] Source: Capgemini interviews with internal and external Metaverse experts

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Capgemini recognizes the value of a metaverse environment in particular for both recruitment and onboarding. We are currently investing in developments in the metaverse that will provide a more inclusive and immersive experience to our people.

Capgemini's Metaverse-Lab

Capgemini believes that the metaverse will offer opportunities for a more connected and emotional experience for consumers, for reinventing the employee experience, and collaboration, and for optimizing R&D, engineering, manufacturing, operations and supply chains, using the next generation of interconnected and immersive digital twins and other emerging critically-enabling technologies.

To help our clients explore the possibilities of these emerging technologies, Capgemini set up its Metaverse-Lab, a coordinating hub for research and solutions, designed to capture the business value of immersive experiences and the metaverse.

Our Services include:

- Metaverse roadmap and strategy development
- Immersive Customer Experience: Strengthening customer engagement, loyalty, and a brand's value
- Immersive Employee Experience: Providing a human and immersive workplace and collaboration spaces

- Industrial Metaverse: Using metaverse technologies to achieve operational excellence in the industrial workplace.
- Creating and integrating the technology stack.

Capgemini's Workforce & Organization

The Future of Work has arrived, accelerated by the global pandemic, during which organizations' adaptability has been put to the test. Everything has been questioned — from how, where, and even when employees work, to the way in which they engage with customers, and how they collaborate to get new products to market fast. In this context, HR plays a crucial role in supporting business change and growth.

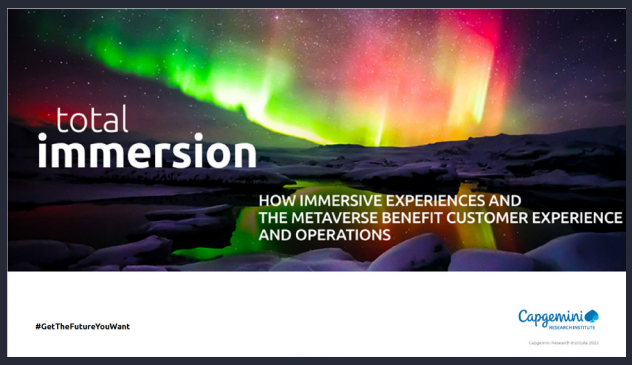
We work with business and HR leaders to co-create people strategy and organization purpose. Together, we design digital and sustainable organizations — from effective portfolio and program leadership, to supporting the transition of employees to new ways of working and enabling people to make a tangible social impact.

We help HR to reinvent itself, using real-time data, to rethink the employee experience and to stay focused on the human side of business transformation. From strategy to implementation, we transition HR to being the engine of your organisation.

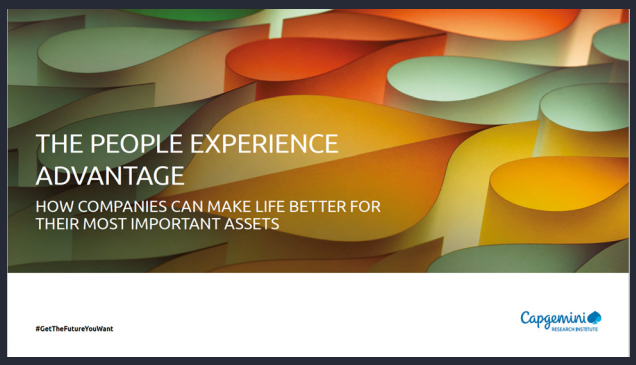
For more information, please visit:

capgemini.com/metaverse and
capgemini.com/gb-en/services/enterprise-management/enterprise-transformation/workforce-organisation

Capgemini's Metaverse-Lab

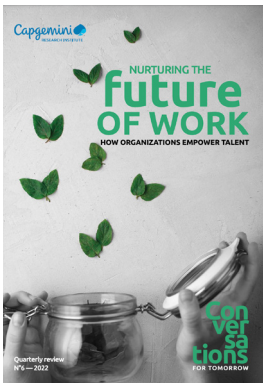


Total Immersion
How immersive experiences and the metaverse benefit customer experience and operations



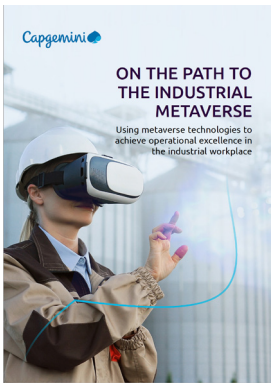
The people experience advantage
How companies can make life better for their most important assets

[Conversations for Tomorrow #2]
The future of work starts now



[Conversations for Tomorrow #6]
Nurturing the future of work – how organizations empower talent

[Transform the ordinary 9-to-5]
With immersive experiences



[On the path to the Industrial Metaverse]
Using metaverse technologies to achieve operational excellence in the industrial workplace

About Capgemini

Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of over 360,000 team members in more than 50 countries. With its strong 55-year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2022 global revenues of €22 billion.

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