



White Paper

Online Training for Technology Companies



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Online Training for Technology Companies

An organization's ability to learn and translate that learning into action is the ultimate competitive advantage.

**Jack Welch, CEO
General Electric**

You can't teach people everything they need to know. The best you can do is position them where they can find what they need to know when they need to know it.

**Seymour Papert
Massachusetts Institute of Technology**

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A recent poll of 2,355 employees and 584 HR directors and training managers found that **more than half of employees want more eLearning in their place of work**; a sentiment shared by only 40% of HR and training staff surveyed. The employees were also keener than their HR and training counterparts when discussing Web-based information exchanges such as corporate wikis, forums and blogs. 44% of the former wanted more information exchange tools compared to only 32% of the latter.

This poll identifies a clear gap between what the training function is planning and what employees actually want. Today's learners seem to be more willing to embrace new ways of learning than HR professionals and training practitioners. Trainees want interactive learning delivered to their desktop, laptop, BlackBerry, iPhone, or MP3 player. They want to be able to learn anytime and anywhere, with personalized content delivered on demand.

Purpose of this Document

This document was developed to help technology companies understand the benefits of online training and more particularly, an online Corporate University. It presents best practices and "how to" information to help technology companies successfully and economically develop an online training program to teach their employees about their products, services and corporate policies. It also elaborates on common characteristics of adult students and describes best practices that are critical to the success of an online training program. Finally, it discusses various options for hosting your Corporate University as well as budgetary price ranges.

Author's Notes

This document focuses on technology companies but applies equally well to companies operating in other industries. Corporate Universities have been used for years in non-technology companies including Walt Disney and McDonald's Corporation.

While most of the content presented herein refers to employee training, the principles are also applicable to client training.

Problem Statement

Conventional, face-to-face training can be very effective. Having a knowledgeable subject-matter expert with solid training skills teach your employees all about your products, services, equipment and corporate policies is sure to lead to a well-trained staff. However, **instructor-led training (ILT) has two significant limitations:**

1. Instructor-led training is expensive.

An article in ASTD's May 2008 T&D magazine outlined a recent study by Expertus and TrainingIndustry.com about training budgets and effectiveness. A surprising finding in this study was the breakdown of the training budget:

- Delivery = 35%
- Content development = 26%
- Administration = 24%
- Technology = 16%

This study shows that a lot of money is being spent on things that don't teach anybody anything! A quarter of the budget goes to administration fees, and a third goes to content delivery expenditures such as travel and living expenses, salaries, and training facilities.

2. Instructor-led training is inconvenient.

Convenience is also another huge shortcoming of ILT. The synchronous nature of instructor-led training means that employees can only learn when an instructor is present. Getting the right knowledge to the right person at the right time is critical to a company's success. Forcing a learner to wait for the next available training session creates a knowledge transfer bottleneck that is not only inconvenient but also counter productive.

The Classic Approach

Given the above limitations of ILT, most technology companies don't invest much in conventional training. They instead rely on other informal training methodologies such as:

- Reading assignments (e.g. employee manuals, user guides)
- Internal briefings and presentations (e.g. all-staff/all-hands meetings, lunch and learns)
- Job shadowing (i.e. where an employee looks at how other employees are doing the same tasks)
- Coaching and mentoring

In and of themselves, these methodologies are not bad, but they're far from ideal. Reading assignments are generally left on people's desks, job shadowing can quickly become annoying for the person being shadowed and coaching/mentoring occurs very infrequently and requires a lot of time and effort from the coach, thereby making him less productive during the mentoring period.

Recommended Approach

You can't teach people everything they need to know. The best you can do is position them where they can find what they need to know when they need to know it.

Seymour Papert, MIT

An online Corporate University, complete with multimedia online training courses, is the best way to position your employees such that they can learn what they need, when they need it.

Training Topics

An online Corporate University can cover any topic that is usually covered in conventional training. Thanks to advancements in multimedia, there truly are no limits.

Corporate Policies

- History
- Corporate Structure
- Code of Conduct
- Health & Safety
- Vacation and Sick Leave
- Travel Policies
- Expense Reports
- Insider Trading

Business Skills

- Project Management
- Employee Management
- Hiring & Termination Procedures
- Performance Evaluations
- Financial Management and Controls

Technical Skills

- Product & Service Usage
- Use of Equipment & Tools
- Operating Standards & Procedures
- Manufacturing Processes
- Task- and Job-Specific Skills

Benefits of an Online Corporate University

An effective online Corporate University combined with multimedia online courses contributes to the growth, efficiency and profitability of your company in many ways:

Save Money

Perhaps saving money isn't the most graceful reason for wanting an online Corporate University, but let's be honest, you're running a business! At the end of the day (or should I say "quarter"), your bottom line matters.

Delivering instructor-led training courses can be very expensive. Travel and living expenses usually represent 35% to 60% of overall training costs when instructors and/or students need to travel in order to take a class. **Delivering content via an online Corporate University instantly frees up half of your training budget**, leaving more money for the design and delivery of additional courses.

Allow For "Anytime, Anywhere" Learning

A new hire (or even an existing hire switching projects or departments) cannot be productive without some basic skills, and waiting for the next face-to-face training session is simply not reasonable. **The anytime, anywhere nature of online training allows your employees to learn what they need, when they need it.** Your students expect it, and you should support it.

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Deliver Higher Quality Training Programs

Studies have proven time and again that multimedia-rich eLearning courses yield better learning. Richard Mayer, Colvin Clark and other researchers have all concluded that **narrated online courses yield an average improvement of 80% over text and graphic courses, and 97.8% over text-only courses typically found in user guides or employee manuals.**

Remain Competitive

In order to remain competitive, technology companies need to evolve. New products, equipment and innovations require that employees have ongoing training to keep current with the evolving brand and continue to be competitive in changing markets. This ongoing training needs to be disseminated through the entire company quickly. A Corporate University allows you to train everyone concurrently; a feat that cannot be accomplished through conventional training.

Help Retain Employees

The #1 reason why skilled employees leave companies is because of the unconstructive relationship with their immediate superior. The #2 reason is because they feel their career has come to a standstill and they are no longer learning.

Help retain your employees by giving them a continuous opportunity to learn new skills and further their career. Develop online tests and quizzes or even interactive games to help them measure their performance against newly acquired abilities so they can get an objective, unbiased understanding of their skill level.

While one of your main goals is to train employees on products, services and operational procedures specific to your business, a Corporate University also allows you to offer generic courses to your students. Business skills, technical skills, etc. Although they might not be directly related to their job, these generic skills can still help you form a better management team and staff and help retain employees.

Provide a Hub for Knowledge Collection and Dissemination

An online Corporate University is a great place to learn. It's an even better place to teach!

An online Corporate University allows students to interact with each other via chat rooms and discussion boards. It also allows employees to post valuable information in corporate wikis. Furthermore, an online Corporate University lets system administrators grant teacher privileges to selected subject-matter experts who can then become teachers themselves. With your permission, they can develop courses of their own via a simple text or HTML editor all the while receiving gratification from being a recognized mentor for others.

Allow You to Measure Return on Investments

An online Corporate University allows you to track who has taken which course and how they performed during the online evaluation. As a result, you can measure the overall investment in time and money in relation to business results.

A company for example could easily measure the reduction in product defects following the mandatory participation of every employee in a quality management course (e.g. Six Sigma, TQM, ISO).

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Deciding whether or not to further invest in certain areas or to make courses mandatory is now a science, not a guessing game.

Be Perceived as a Company That Invests In Its People

Having a first-class online Corporate University with multimedia-rich courses goes a long way to convincing your employees that your company invests in its most important resource; its people.

This small investment could do more for your business than any career fair, marketing campaign or internal employee motivation initiative.

Shorten Classroom Sessions and Overall Training

Studies clearly demonstrate that people learn best when training sessions are 17 minutes or less. The short attention span of most people does not allow them to remain attentive for hours at a time. Not to mention that most people don't have hours to spare on any given day.

Conventional ILT doesn't lend itself very well to short sessions given the logistics around it, especially when the class is in a remote location. But online training certainly does. Students love short online courses in the format of articles and videos. Why not get a little creative and produce Podcasts that your students can download to their iPod or cell phone and listen to on the way to or from work?

Track Participation & Performance

One of the major advantages of an online Corporate University over other delivery channels, say simply posting online courses on your Intranet, is that an online Corporate University allows instructors and managers to track who took what course and how well they performed. It also allows you to generate reports for pertinent information. **If you believe in the old adage that you can't manage what you can't measure, then an online Corporate University is a definite must.**

Comply With Rules & Regulations

Certain rules and regulations might require that your students take specific courses and then agree to be bound by certain terms and conditions. For example, public companies are generally required to train their employees on certain topics such as insider trading and other codes of conduct, and then ask their employees to sign a consent form confirming that they have taken the course, understand what insider trading is and agree to be bound by the terms and conditions as set out by the company. An online Corporate University allows you to digitally track such agreement forms and collect the required information¹.

Eliminate Logistical Problems

If you've ever tried to organize a training session with even as few as a dozen people, you know how difficult it can be. Students are too busy to attend. Instructors are not readily available. Classrooms are already booked - that is, if you have a classroom! And that's only with a dozen students. Imagine when you need to deliver a specific course company-wide!

¹ Please note that certain jurisdictions do not accept digitally signed copies and require hand-written confirmation instead.

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Given the anytime, anywhere nature of an online Corporate University, you don't have to worry about logistics anymore.

Five Steps to Launching a Corporate University

Launching an online Corporate University need not be a long and expensive project. As a matter of fact, launching a basic Corporate University can easily be done in 2-4 weeks. **The key is to get your Corporate University up-and-running with a few courses and add additional content over time.**

Step 1 - Find a Service Provider

Your process should start by finding a reliable service provider that can install, configure and host your online Corporate University. Many eLearning service providers such as Dual Code Inc. provide a hosted solution for a low monthly fee and can usually get you up and running in days.

A survey conducted by Gartner Inc. in late 2008 concluded that **nearly 90 percent of organizations expect to maintain or grow their usage of software as a service (SaaS)**, citing cost-effectiveness and ease/speed of deployment as primary reasons for adoption. In fact, more than one-third of respondents indicated plans to transition from on-premises to SaaS, citing total cost of ownership and unmet performance expectations with on-premise solutions as key decision factors.

Step 2 - Customize Your Corporate University

Generally speaking, you'll want to customize your Corporate University. Perhaps you'll want to change its look and feel so it includes your corporate logo and matches your Web site. You might also want to turn certain features on or off. Unless you already have experience with the specific Corporate University, I recommend you ask your service provider to help you with this activity. What might take you days or week might take them hours or minutes. No point in trying to learn how to accomplish something that you might never need to do again.

Also, don't worry about getting it perfect the first time around. We recommend that you disable most features unless you know you're going to be using them from day 1. It's always easier to turn features on when you decide to use them then to turn them off after people have been using them.

Step 3 - Upload Your Existing Material

Most Corporate Universities will allow you to upload your material in almost any format; Microsoft PowerPoint, video, PDF, and even Microsoft Word. **Start by uploading your existing material "as is" and get people thinking about your Corporate University as a hub for knowledge collection and dissemination.**

Step 4 - Gradually Convert Your Material to Multimedia Courses

By now, your employees should already be using your Corporate University, even if it's strictly to download your conventional user guides or employee manuals. You should have a feel for which resources people download most frequently, and which are not popular. **Gradually convert your material to multimedia online training modules.**

Again, this process needs not be expensive. Assuming your material is in Microsoft® PowerPoint® format, **there are desktop and online applications such as Dual Code's slide-casting service that will allow you to transform your PowerPoint slides to multimedia online courses.** Instead of

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downloading and reading a PowerPoint presentation, your students will be able to watch to a Flash®-based presentation while listening to the voice-overs.

You might also want to complement some of your slide-casts with activities, assignments and online evaluations to increase knowledge transfer and verify that your students have effectively met the learning objectives of the online course.

Step 5 - Purchase Professionally Designed Courses

Finally, invest in professionally designed courses for topics that are of utmost importance and/or ultra popular. Always search for off-the-shelf courses whenever possible (e.g. WHMIS, Project Management). These are significantly less expensive than purchasing custom-made courses.

Hire a professional firm to design custom multimedia courses whenever necessary. This, of course, will be needed when dealing with your company's unique products and services, or corporate policies that are specific to your business.

Characteristics of Adult Students

Although an online Corporate University provides many advantages to a technology company, you should understand that the Internet is strictly a medium to transfer knowledge. **In order for your training program to be successful, you must observe basic principles of learning** and make sure that all of the elements required for learning to take place are present in your courses, regardless of the delivery medium.

Although the age difference of your students is likely to vary, research shows that adults have some common characteristics regardless of age when it comes to learning:

- **Adult students have a purpose for their learning.** They are not learning just for learning's sake. Adults have a specific reason for learning a new skill. They are motivated to learn by changes in their situations and learn best when new skills apply in practical ways and/or are relevant to their job.
- **Adult students tend to be problem-centered rather than subject-centered.** They learn best through practical applications of what they have learned. Your eLearning modules should be problem-centered. For example, an eLearning module on the topic of human resources should not be called "Employee Management" but rather "How to Deal with Difficult Employees".
- **Adult students like to know why things are done in a certain way.** They need to understand the concepts before they will take the risk of using them.
- **Adult students need to feel respected.** Stay away from *cheesy* training props and aids geared towards children and teens. For example, if you choose to use avatars, don't use cartoon characters. Use 3D avatars that look like real individuals.
- **Adult students exhibit a variety of learning styles.** There is no one right way of learning. Adult students learn in different ways at different times and for different reasons. That being said, you might need to integrate different teaching styles into your overall training program. Our recommendation is to first try a common approach to training and follow each module with a brief evaluation. If the student has trouble successfully completing the evaluation, don't simply ask him to re-take the same course. Instead, present the information using a different training methodology. For example, if you are teaching the student how to use a commercial piece of equipment, you could initially use voice-overs along with a picture of the equipment to illustrate how to operate it. Then, using the same picture, ask the student to complete certain use cases by using the computer mouse to click on certain controls. If the student cannot complete the use cases, you can perhaps present a short video of a person using the equipment in a day-to-day scenario.
- **Adult students have work and life experience.** Past experiences affect how the student learns and are the foundation for current learning. Try to call upon and integrate these rich work and life experiences into the learning environment.
- **Adult students want to control their career.** They want to self-direct and manage their personal learning. They see instructors and systems merely as tools to help them reach their goals. Break down long training programs into a series of short modules and give them navigational tools so they can easily find topics that are of interest to them.
- **Adult students learn best in nonthreatening environments.** They might be intimidated to try something new for the first time in front of a larger group. Self-paced online training allows them to learn new skills in privacy. Once they've completed the online evaluation and feel confident they have

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learned the right skills, they will feel more comfortable demonstrating their newly acquired skills in front of their manager, supervisor, or peers.

- **Adult students like to reflect on what they have just learned.** This facilitates the integration and application of new knowledge and skills. That's why shorter training modules and the ability to pause, rewind and skip modules is essential.
- **Adult students will continue learning as long as they achieve satisfaction,** especially in the sense of making progress toward their personal learning goals. Develop evaluation tools along with your presentation-style training program and provide ample feedback to your students, whether they have passed or failed.
- **Adult students also view the learning process as a social process.** Use eLearning 2.0 and social networking tools such as chat rooms, discussion forums, corporate wikis and Web conferences to support their socialization needs. (These needs will also be met on the job, assuming this person works alongside other co-workers.)

Additional Best Practices

The following sections describe additional best practices that should be applied to your online training program.

Shorten Your Modules

Most experts recommend that online training modules geared towards adult learners last no longer than 15-20 minutes. This is a rule of thumb. In reality, learning units can be as short as 5 minutes and as long as 30 minutes, but **if your modules are exceeding the 30 minute limit, you risk losing students halfway through them.**

Keep in mind that a module is a unit that is part of a larger course. If you have a course focusing on human resources practices for example, you could have the following modules:

- How to pre-screen candidates (Duration: 15 minutes)
- How to interview candidates (Duration: 17 minutes)
- How to train new employees (Duration: 9 minutes)
- How to deal with difficult employees (Duration: 20 minutes)
- How to motivate employees (Duration: 16 minutes)
- How to reward strong performers (Duration: 14 minutes)
- How to prepare employees for a promotion (Duration: 11 minutes)
- How to terminate employees (Duration: 19 minutes)
- TOTAL: 121 minutes

As you can see, this course is over two hours long, but by making each module 20 minutes or less, your employees can more easily focus on a topic of their choice. They can easily identify and select a problem-centric module, go through it during down-time at work (or a quiet evening at home) and then go on with the rest of their day. They don't feel the need to sit down in front of a computer for 2 hours straight to learn about this and that when all they want to do is learn how to reward an employee that's been performing really well recently.

Get Creative

Your online training courses need not be a Web-based reproduction of your face-to-face courses. Slide-casts can certainly be effective, but why not get a little creative?

- Launch a corporate blog to cover enhancements and innovations in your business and attract readers by covering other topics of interest. Perhaps some of your employees are training for the 2010 Vancouver Olympics. Why not mention it there?
- Deliver material in Podcast format so that your employees can download it onto their iPod or mp3 enabled cell phones.
- Build crossword puzzles with questions related to the history of your company.
- **Give teacher privileges to your best employees and let them develop their own courses** using your Corporate University's built-in HTML and quiz editors, or Dual Code's slide-casting service.

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Provide On-Site Access

One of the major benefits of online training is that it enables students to learn anytime, anywhere, including from home on evenings and weekends. That being said, companies that strictly rely on employees to learn from home haven't been as successful as those who setup a learning station on site.

Some students might not have Internet access from home. Others may not be motivated enough to learn after regular work hours. Whatever the case may be, our experience has shown us that offering access to your online Corporate University from work increases usage and performance.

Generally speaking, most employees in technology companies have access to an Internet-enabled computer. If that's not the case in your organization, make sure you setup workstations that are accessible to all your employees.

Sharable Content Object Reference Model (SCORM)

SCORM, which stands for *Sharable Content Object Reference Model*, is a collection of standards and specifications for Web-based training. It defines communication between the course and the platform it's running on (e.g. your Corporate University).

This white paper will not go into the details of SCORM. You can easily find more information on the topic online. We will mention however that by archiving your eLearning content as SCORM packages (or a *Package Interchange File* or *PIF* to be technically exact), you'll gain many benefits.

Most Corporate Universities have built-in capabilities that allow you to track progress of students taking a SCORM compliant online course. By deploying a SCORM package in Dual Code's Corporate University for example, a student can easily see which units were started, completed, passed or failed. Each module in the table of contents will be preceded by an icon representative of the status:

- A green checkmark means the module was successfully completed
- A blue question mark means the module was started but not completed
- A red cross means the student has failed the evaluation

By packaging your courses as PIF files, you will also be able to easily switch platform vendors should you become unhappy with your current solution. Deploying SCORM packages on a SCORM-compliant Corporate University is as easy as uploading a ZIP file and clicking on a button. Should your Corporate University or vendor/provider no longer meet your needs, you can easily switch to one of their competitors.

Corporate Universities are a growing trend in corporations. In 1993, Corporate Universities existed in only 400 companies. By 2001, this number had increased to 2,000 and included Boeing, Ford, and Motorola.

No one knows for sure how many Corporate Universities exist nowadays. What we do know however is that **innovative companies are moving their Corporate University to the Internet, thereby enabling their employees to learn anytime, anywhere for a fraction of the cost of conventional, face-to-face training.**

An online Corporate University allows your employees to learn at their convenience, anytime, anywhere. It also provides you with many other benefits:

- Save money
- Deliver higher quality training programs
- Remain competitive
- Help retain employees
- Provide a hub for knowledge collection and dissemination
- Allow you to measure investments in learning in relation to business results
- Be perceived as a company that invests in its people
- Shorten classroom sessions and overall training
- Track participation and progress
- Eliminate logistical problems

One question remains. How much does a Corporate University cost?

A Corporate University need not be expensive. There are literally dozens of commercial and open-source solutions out on the market. **Dual Code, a leading developer of eLearning solutions, designs, develops and hosts Corporate Universities for a low monthly fee.** And because Dual Code's solution is hosted, it alleviates your burden of purchasing, installing, configuring and maintaining the hardware equipment or software application.

The Corporate University however only represents a portion of the overall cost of your online training program. In order to truly calculate the investment required to successfully launch an eLearning program, you must also factor in the cost of designing and developing your online courses. And that cost can vary tremendously.

If your training material already exists, you've won half the battle. One-third to one-half of the cost of developing online courses is in the instructional design and development of the raw material.

Assuming your material is in Microsoft® PowerPoint® or Apple® Keynote® format, **there are desktop and online applications such as Dual Code's slide-casting service that will allow you to transform your slides to multimedia online courses, complete with voice-overs.** Such courses are presentation-style only however. While they do an excellent job of presenting the information to your students, they lack in terms of interactivity. As mentioned earlier, you should complement your slide-casts with activities, assignments and online evaluations to increase knowledge transfer and verify that your students have effectively met the learning objectives of the online course. Such additional learning elements can vary anywhere from \$500 to \$5,000 per course, and even more in the case of interactive, multimedia games.

More important than price is the system's ability to support standard eLearning formats. The last thing you want is to be locked in a vendor-specific solution. **Whatever Corporate University package you**

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choose, make sure it is SCORM compliant and that the vendor will allow you to deploy courses that you've developed yourself or purchased from a third party. By doing so, you'll be able to shop around for off-the-shelf eLearning courses, develop your own, or have a third-party develop them for you. Should you become dissatisfied with your Corporate University solution at a later time, you will also be able to move your SCORM compliant courses to another vendor's platform.

Frequently Asked Questions

1. Is eLearning as good as face-to-face training?

A meta-analysis of more than 300 studies comparing eLearning to conventional, face-to-face training clearly indicates that eLearning is as effective as instructor-led training, each method having its own advantages¹.

After hundreds of media comparison studies, we've learned that it's not the delivery media that enables learning; it's how any given delivery technology supports human learning processes. If two lessons include all of the elements needed for learning, learning will occur whether the lesson is offered digitally or in a classroom. For example, if an eLearning module is interactive and based on sound instructional design principles such as the dual coding theory, while a comparison face-to-face lesson is not, learning will be more easily achieved in the eLearning version. And vice versa.

1. Bernard, R. M., P. C. Abrami, Y. Lou, E. Borokhovski, A. Wade, L. Wozney, P. A. Wallet, M. Fixet, and B. Huang. 2004. "How does distance education compare with classroom instruction? A meta-analysis of the empirical literature." *Review of Educational Research* 74(3): 379–439.

2. How do we know if our students are ready for eLearning?

If your students use email on a regular basis and feel comfortable surfing the Web, watching videos on YouTube or posting messages on Facebook, then they are definitely ready for eLearning.

3. Our students aren't very motivated to learn. Will eLearning increase their motivation?

Most people aren't motivated to learn because they don't see the immediate need to learn. This is typical of training sessions scheduled way before (or after) the student needs to complete the task in question. Because your Corporate University enables just-in-time learning, students tend to be much more motivated to learn.

Also, students are sometimes too busy putting out fires and dealing with their day-to-day job. The anytime, anywhere nature of your Corporate University allows your students to learn at their convenience, which increases attendance and course completion.

Online courses created by Dual Code also tend to be more interactive than instructor-led classes. Let's be honest. An instructor can only interact with so many students at any given time. An eLearning session on the other hand is able to interact with an unlimited number of students. It's effectively a one-on-one training session between a computer and an individual.

4. What happens when our students have questions?

Corporate Universities now have synchronous tools such as private chat rooms or Web conferencing that allow you to interact with your students in real time. By publishing the pre-scheduled hours for the chat room or Web conference, say Monday to Friday between 2pm and 3pm, you're allowing your students an opportunity to interact with subject-matter experts from your head office at their convenience. And of course, your students can always ask questions to their co-workers or managers.

5. How does eLearning save us money?

A Corporate University saves you money in many ways by:

- Eliminating travel and living expenses for your students or instructors
- Eliminating the need for training facilities and equipment
- Reducing the need for instructors
- Eliminating printing costs of training manuals
- Enabling off-hours learning
- Increasing employee productivity.

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For more details on these points and other ideas on how eLearning saves organizations money, please visit <http://elearning-ottawa.org/2009/04/14/top-7-ways-elearning-saves-money.aspx>.

6. I understand that eLearning saves us money, but doesn't it also cost more upfront?

It is rare to find organizations that have truly calculated what all of their face-to-face training efforts cost. If they did, they would look favorably upon the economics of eLearning. True, the upfront development costs of a first-class eLearning program are higher than instructor-led training, but they are recouped many times via much lower delivery costs.

7. What is the difference between synchronous and asynchronous eLearning?

Many eLearning vendors use the term synchronous and asynchronous when describing their offering. Synchronous means that an instructor is present when the course is delivered, even though the course might be delivered remotely over the Internet. Asynchronous means that the instructor does not need to be present, thereby allowing students to learn anytime, at their convenience.

About the Author

Dual Code Inc., headquartered in Ottawa, Canada, is a leading developer of eLearning solutions. We design, develop and host Corporate Universities and eLearning courses for technology companies that understand the value of a well-trained workforce.

Our award-winning Corporate University solution combined with our multimedia online courses provide value to our clients by:

- Saving them thousands of dollars by reducing the cost required to deliver courses
- Enabling anytime, anywhere learning, thereby accommodating people's busy schedules and remote locations
- Reducing the length of classroom workshops and making information more readily available
- Positioning the agency as cutting edge in its use of technology

To remain a leader in the eLearning industry, Dual Code has assembled a team of skilled individuals experienced in all aspects of eLearning, including:

- Professional instructional designers who ensure every course we deliver leverages eLearning best practices such as the dual coding theory.
- Graphic designers who design original graphics and technical illustrations to give your courses a professional look.
- Multimedia experts who pride themselves in delivering interactive, attention-grabbing courses designed for your target audience.
- Creative and technical writers who can transform your raw course material to crystal-clear instructions and engaging scripts.
- Professional voice-over artists who can clearly communicate the course content to your students.
- Seasoned project managers who guarantee projects are delivered on time, within budget and according to your needs.

Our commitment to innovation and customer service is unparalleled. We recognize that our success is highly dependent on our ability to continually innovate and provide our clients with user-friendly, leading-edge eLearning solutions. **Dual Code operates on the business principle that we are only successful if our clients are successful.**

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