

Session Number: W102

Session Title:

Return on E-Learning Investment: Pfizer SOP Training

Presenter:

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Learning Objectives:

Plan a cost saving e-learning program to supplement or replace traditional instructor led training

Craft strategies for obtaining management support for using e-learning to save resources

Calculate Return on Investment (ROI) between instructor led training and equivalent e-learning courses

Key Questions:

1. Why are you choosing to use e-learning?

2. Whose support do you need to be successful?

3. Who's going to do the design/development?

4. What tools will be used to do the development?

5. How are you going to support your users?

6. How are you going to measure results and what are you going to measure?

Gaining Management Support:

Management needs to be convinced that investing in an e-learning program is the right thing to do. This is a very expensive endeavor and you must be prepared for failures as well as successes.

Build your business case:

When building your business case ensure that you clearly communicate to senior management that there will be setbacks as you move forward. There will always be an unanticipated event that will cause delays and possibly drive up costs while you are trying to put a strategy in place.

- What are your key messages?
 - Reasons for shifting to e-learning
 - Benefits
 - Risks
 - Challenges

What is your strategy for success?

Never tell management you won't succeed but tell them how you will succeed by overcoming the challenges ahead.

Projected Return on Investment

When you approach management to gain their support to move forward and to secure the funding to do so you will also need to project how much they can expect back on their investment.

Projecting ROI

Constants for the purpose of estimations:

Average Class Size - 25

Student Cost Per Hour - \$87

Instructor Cost Per Hour - \$87

Development Time:

Classroom - 80 hours per hour of instruction

E-Learning - 160 hours per hour of instruction

Curriculum Development Cost:

\$80 per hour of Instructor Led Training

\$160 per hour of E-Learning

These estimates are consistent with current industry standards.

e-Learning, Marc J. Rosenberg, McGrawHill Publishing, 2001

Internal Issues to address

In order to be successful not only will you have to have management support but you will also have to have the support of your IT department in order to ensure success.

IT will help you to determine whether or not your current network infrastructure will be able to support what you are trying to accomplish. If you are planning on delivering courses to staff/customers outside of your firewall IT will be needed to help make that happen.

Also they will tell you what technology will work within your current environment. All too often programs and projects fail because a technology was used for the development of a program that was not compatible with the network infrastructure it was supposed to be delivered on. For instance using Macromedia Flash developed materials over a network that does not have the Flash player installed will mean system hang-ups and very angry users.

Considerations:

- Bandwidth
- Computer configurations
- Development Standards
- What browsers are installed on the computers
- Is everyone using the same media players
- What are your tracking/reporting requirements
- Do the computers have sound cards if you are going to use audio

Internal or External Development:

Before jumping into a contract with a vendor there are a number of considerations that must be explored.

Key Questions:

- What's your budget and don't forget to budget for maintenance
- Are your timelines fixed or flexible?
- How complex is your content
- What is the lifespan, is it worth the investment to convert it to e-learning
- Are you going this to meet a long or short-term need?
- How will you deploy and host your content?
 - CD
 - Synchronous
 - Asynchronous
 - Blended?

Requirements for Internal Development:

- Skills
- Staff
- Time
- Subject Matter Experts

If you are going to attempt an internal solution to your development needs you need to do an assessment to determine:

- Do you have the skills necessary
- Do you have enough staff to support the workload
- Does your staff have the time to devote to development or is it another task assigned to them in addition to their other duties
- Do you have the SMEs internally or do you need external experts to help you with your content

Requirements for External Development

- Internal Project Managers
- Budget
- Maintenance plan
- Subject Matter Experts
- Accountability

Vendor Selection:

Vendor selection should be based on their skill sets, as well as your needs and how they fit into your overall strategy.

Key Questions:

- What is their experience?
- Do they have the skill sets?
- What is the cost structure (time and materials or fixed)
- Where are they located – Remote or local. (This affects how you communicate)
- Who’s driving the technology?
- Who owns the final product?
- Did you do an RFP?

Additional Things to Consider:

- Check with other clients of the vendor, how satisfied are they with their work?
- Read the resumes and insist on approval of staff assigned to your projects
- Where is the vendor located and more importantly where is the work being done? Some vendors ship all their coding overseas, can you live with the time differences?
- Does the vendor utilize a proprietary technology that will tie you to them for the life of the project forcing you to use them for all updates?
- Who owns the final source code? Make sure that it is in the contract that you get all raw source code, images and associated files as well as the final product

Tool Selection

Should be driven by your development strategy.

With the proliferation of e-learning authoring tools and PowerPoint to Flash publishing tools, companies have more options for the creating of content than every before.

What you need to ask yourself is WHO will be doing the work? If you outsource everything to vendors including your support and maintenance of your course materials then tool selection is not as an important an issue as vendor selection. On the other hand if you foresee the need to do some development yourself, in partnership with your vendor or even to just be able to deal with minor updates and corrections then the selection of your authoring/publishing tools takes on a new level of importance.

You will need to evaluate the skill sets of your own staff before selecting tools, since some tools require a great deal of programming skill to use while others are designed to be used by non-programmers (think SMEs and instructional designers). Many of these new tools offer a level of sophistication that did not exist a few years ago.

When doing your tool selection make sure you TRY THE TOOLS OUT. Almost all companies offer anywhere between a 15 to 30 day free trial versions of their software. This is ample time to determine if the tool will meet your needs, and if your staff will be able to work with it. You will also need to make sure that with your IT department that it is compatible with your systems and network.

Recommended Reading List and Web Sites**Books**

Title	The ASTD Media Selection Tool for Workplace Learning
Author	Raymond J. Marx
Publisher	American Society for Training Development
ISBN	1-56286-116-6

Title	Technology Based Training, The Art and Science of Design, Development and Delivery
Author	Kevin Kruse, Jason Keil
Publisher	Jossey-Bass Pfeiffer
ISBN	0-7879-4626-5

Title	Web- Based Training, Using Technology to Design Adult Learning Experiences
Author	Margaret Driscoll
Publisher	Jossey-Bass Pfeiffer
ISBN	0-7879-4203-0

Title	e-Learning and the Science of Instruction
Author	Ruth Colvin Clark, Richard E. Mayer
Publisher	Jossey-Bass Pfeiffer
ISBN	0-7879-6051-9

Title	Multimedia-Based Instructional Design
Author	William W. Lee, Diana L. Owens
Publisher	Jossey-Bass/Pfeiffer
ISBN	0-7878-5159-5

Title	Michael Allen's Guide to e-Learning
Author	Michael W. Allen
Publisher	Wiley
ISBN	0-471-20302-5

Title	Rapid Instructional Design
Author	George M. Piskurich
Publisher	Jossey-Bass Pfeiffer
ISBN	0-7878-4721-0

Title	Designing Web-Based Training
Author	William Horton
Publisher	Wiley
ISBN	0-471-35614-X

Recommended Reading List and Web Sites**Books**

Title	Web-Based Training
Author	Badrul H. Kahn (editor)
Publisher	Educational Technology Publications
ISBN	0-87778-303-9

Title	e-Learning, Strategies for Delivering Knowledge in the Digital Age
Author	Marc J. Rosenberg
Publisher	McGraw-Hill
ISBN	0-07-136268-1

Title	Measuring Instructional Results
Author	Robert F. Mager
Publisher	The Center for Effective Performance
ISBN	1-879618-16-8

Title	Preparing Instructional Objectives
Author	Robert F. Mager
Publisher	The Center for Effective Performance
ISBN	1-879618-03-6

Title	Making Instruction Work
Author	Robert F. Mager
Publisher	The Center for Effective Performance
ISBN	1-879618-02-8

Web Sites

The E-Learning Guild	http://www.elearningguild.com/index.cfm?
The Distance Education Clearinghouse	http://www.uwex.edu/disted/index.cfm
Instructional Technology Connections	http://carbon.cudenver.edu/~mryder/itcon.html
American Society for Training Development	http://www.astd.org
e-Learning Guru	http://www.e-learningguru.com/index.htm
Research-Based Web Design & Usability Guidelines	http://www.usability.gov/guidelines/
Designing Web Based Training	http://www.designingwbt.com/index.htm
Integrating Instructional Design in Distance Education	http://ide.ed.psu.edu/IDDE/default.htm
Don Clark Performance, Learning, Leadership, & Knowledge	http://www.nwlink.com/~donclark/
Web Based Instruction	http://www.edtech.vt.edu/edtech/id/wbi/index.html
Instructional Technology Research Online	http://www2.gsu.edu/~wwwitr/links.html

Key Points for using E-Learning

Set the stage for development:

- Why are you choosing to use e-learning?
- Whose support do you need to be successful?
- Who's going to do the design/development?
- What tools will be used to do the development?
- How are you going to support your users?
- How are you going to measure results and what are you going to measure?

Support:

- Gaining Management Support:
- Build your business case:
 - What are your key messages?
 - Reasons for shifting to e-learning
 - Benefits
 - Risks
 - Challenges
- What is your strategy for success?
- Projected Return on Investment

IT Considerations:

- Bandwidth
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- Development Standards
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Development Considerations

- Internal or External development
- Vendor Selection
- Skills Sets
- Budget requirements (development and maintenance)
- Staffing (both for internal and external development options)