# The Business Case for eLearning

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An eLearning Venture of Ernst & Young LLP

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# *Five Reasons to Consider eLearning*

- Increased effectiveness by moving learning closer to the point of performance
- Consistent learning approach across the enterprise/across the globe
- Flexibility – learning is controlled by the learner with guidance from the organization
- New knowledge deployed faster
- Broaden the learning portfolio

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# *Five Reasons NOT to Consider eLearning*

- It's cool
- I read about it in a magazine and the writer said we should do it
- Everybody's doing it
- I'll just buy something from that salesperson so they leave me alone
- We have some budget left over so let's try it

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# Keys to a Successful eLearning Journey

**Measure effectiveness**

**Change Management**

all along

the road

**Design *Learning Systems* Using Multiple Delivery Channels**

**Develop, Execute and Stick With Your eLearning Transformation Plan**

**Align Learning Strategy with Business Strategy**

**Create a continuous learning culture aligned with business strategy, with "anytime, anywhere" learning opportunities**

# *Align Learning Strategy with Business Strategy*

- Learning is critical to achieving organizational success
- Learning strategy aligned with business strategy
  — Eliminate non-aligned learning
  — Prioritize new development/conversion/purchase effort
  — **Just in Time** versus **Just in Case**
- Learning strategy (and common sense) should guide all decisions along the way
  — Refresh and modify as the organization changes

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# Develop, Execute and Stick With an eLearning Transformation Plan

- Prioritize initiatives
  - Be realistic/Be flexible
  - Seek the "low hanging fruit" – learners and usage
- Need for custom development versus "off the shelf"
  - Do you need custom development?
  - Do you have a development infrastructure?
- Technology Infrastructure
  - You will impact the IT organization
  - Engage IT early and often
  - Understand all aspects of what you are doing and become an IT expert
- Be prepared for some setbacks along the way, but don't let them stop you – Stay the course!

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# *Design Learning Systems Using Multiple Delivery Channels*

- Look at the entire learning system – not one course at a time
- Design learning that meets stated objectives in support of a defined strategy
  - Select the channels that make the most sense based on what you are trying to achieve
  - Be creative in "mixing and matching" the channels you use
  - "*Classroom*", "*Instructor-Led*", "*Seminar*" are **NOT** four letter words
- Seek opportunities for:
  - Improved effectiveness
  - Work/life integration
  - Flexibility
  - Learner control

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# *Delivery Channel Continuum*

COLLABORATIVE INTERACTIVITY

SOLO INTERACTIVITY

LIVE

ON DEMAND

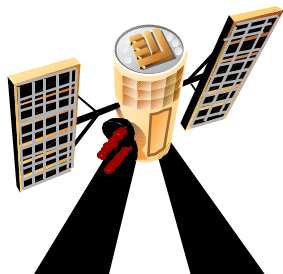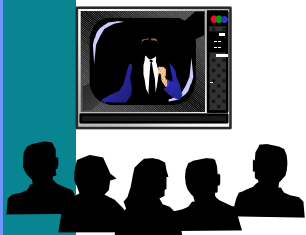| Connected Learning Centers | Satellite/ Distance Learning | Webcasting | Video Rebroadcasts/ Repurposing | Web-Based Coaching | Web-Based Learning and Knowledge |

MIX AND MATCH

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# Change Management

- Communicate early and communicate often
- Communicate the facts
- Provide all relevant information to answer the "what's it mean to me?" question
- Seek early victories (consider your audience)
- Be prepared and accept the "nay Sayers"
- Re-deploy non-value added learning resources
  — Learning is an investment, not a cost
  — Expand the learning portfolio/opportunities
  — Culture building/team development

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# *Measure Effectiveness*

- Identify measures up front – tie to strategy
- Identify one or two key performance indicators you are going to focus on
- Seek information – objective and subjective – and act on it
  — Anecdotal comments provide powerful gauge of user community acceptance
- Seek opportunities to act on feedback/measurement to improve future versions

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# *Some Additional Considerations*

- Mutual responsibility – organization and individual
- Organization responsibility:
  —Support learning in the organization
  —Provide learning guidelines
  —Provide mentoring
  —Provide adequate time
- Individual responsibility:
  —Continuous learning in attitude and actions
  —Execute effectively
  —Lead others

a s s e s s    a l i g n    i n n o v a t e    i m p r o v e

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# A Few Words About Cost…

- Cost savings will happen – It should not be the primary driver

- Re-deploy the learning **investment** – Convert travel, lodging, facility and other delivery costs to more efficient development and delivery via new channels

- Consider all costs – people time as well as out of pocket costs

- Leverage existing investments in technology wherever you can

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# The Ernst & Young eLearning Journey

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# *The Results for Ernst & Young*

- Learning aligned to the business strategy
- Learner centric approach
- Flexible learning enables flexible scheduling which enables work/life integration
- Self-directed career path development
- Global mobility
- Substantially expanded curriculum (function, industry, professional skills and business focuses)
- Supportive of a life-long learning culture
- Scaleable learning/consistent global learning

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# *Closing Comments*

- Be realistic about where you are and know where you want to be
- Let your strategy and your common sense drive your decisions
- Seek the little victories – they add up
- Be realistic about your limits
  — Development capability
  — Budget
  — Technology bandwidth
- Senior executive sponsorship

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# *Closing Comments*

- Focus on the "L" not "e"
- Don't give up, stick to your plan
- Evolution not revolution
- Don't be afraid of paper or the classroom
- Streamlining classroom programs/tighter management of classroom can be as beneficial as moving to "e"
- Get creative with your use of the channels (but don't get carried away with the toys)

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# *Closing Comments*

- Ask the "what can go wrong" questions and have a plan in place to respond when something goes wrong – it will
- ROK and ROL

  —Return on Knowledge

  —Return on Learning

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# *Thank You Questions???*

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