

*Excerpt from Bersin & Associates White Paper:  
How Online Training is Impacting Business*

*"We don't put employees through training when it doesn't make sense to do so – we primarily utilize e-learning to provide knowledge when it's needed so employees can find it, apply it, and move on."*

— Betsie Reynolds,  
Manager Learning Development, Ingram Micro

Ingram Micro, Inc., a large technology distributor and a leading technology sales, marketing and logistics company, encourages a self-service learning environment. Employees are enabled to take control of their own training needs as they arise, utilizing company-provided resources to develop the skill. The employee is then able to apply the information learned and move on.

In this performance-support culture, Ingram Micro develops a blend of solutions, such as a web-based questionnaire and content as pre-work for classes that associates attend. The company also develops a significant amount of job aids that are managed through a light content management system developed in-house and accessed via the company's Intranet. When classes are delivered through a synchronous tool they are not initially recorded. At a later time the class may be recorded in ten-minute snippets and posted to the content management system. This way, the information is easily accessed by associates for just-in-time learning.

Ingram Micro has also been able to use live e-learning delivered via WebEx Training Center to support the company's performance-support culture. In application training classes, employees spend time with the instructor in a workshop mode and are then split into private break out rooms to continue to work independently. The instructor is able to spend one-on-one time with participants to answer questions, or let them continue working on their own.

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