



W h i t e P a p e r

# Impacting Business with Online Training

Case Studies on the Next Generation of E-learning

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September 2005

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## Introduction

When companies initially started evaluating the benefits of moving training online, the key consideration and value proposition were the reduction of travel expenses and other related costs (such as facilities, instructor, and cancellation and materials fees). This paper explores how companies are using technology-based learning to support business initiatives. Bersin & Associates views the evolution of e-learning in the business world as entering the third stage. After five years of utilizing e-learning programs in the business environment, companies require more from the program than cost-avoidance aspect. Organizations are focusing on other strategic benefits by leveraging technology-based learning and information sharing in innovative ways.

<i>The Evolution of E-Learning</i>	
Stage 1	Reduce costs
Stage 2	Refine content and expand reach
Stage 3	Align and integrate into business processes

- In the *first stage*, companies primarily looked to save money by porting training online. The approach was, oftentimes, to get content available as soon as possible to replace the shrinking availability of instructor-led training. This is when we saw large catalogs made available to employees without a real understanding of how the content mapped to proficiency or business initiatives.
- In *stage two*, companies began to expand the reach of content, while, at the same time, taking a closer look at refining programs and content to map to specific business initiatives.
- In the present stage, or *stage three*, companies are exploring ways to align and integrate technology-based learning into business processes and strategy. They also want to provide employees, clients and partners with the information and skills they need to solve immediate business problems.

While the businesses discussed in this paper are using e-learning in a variety of ways, the common theme throughout the case studies is the business value their approaches have provided to the organization. Many of these companies have instituted a blended approach of self-paced content and on-the-job practice supported by a strong use of synchronous tools to reach their dispersed employee base (in some cases with a reduced budget).

According to the Bersin & Associates Rapid E-Learning: What Works® study, 89% of organizations need to develop e-learning in 3 weeks or less.<sup>1</sup> We find that companies are moving beyond rapid e-learning to take advantage of other opportunities to support the notion of “just-in-time,” and are exploring ways to leverage a single tool across the organization for training, meetings and customer service/support.

## Clear Benefits

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These companies have found ways to use e-learning to better align training initiatives with business needs and goals.

We found that online learning enables companies to:

- Increase time-to-competency by inserting learning opportunities into unexpected places and disseminating time-critical knowledge—even when a limited training budget is in place.
- Strengthen customer relationships by becoming a strategic partner in their client’s success.
- Create revenue-generating opportunities and business value for clients by leveraging in-house expertise.
- Create more effective channel partners by enabling them to piggy-back on internal sales training.
- Increase sales effectiveness by enabling the team to sell new products as soon as they are released.
- Equalize employee knowledge as key subject matter experts (SMEs) are able to interact with a dispersed audience.

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<sup>1</sup> *Rapid E-Learning: What Works®, Market, Tools, Techniques and Best Practices for Building E-Learning Programs in Weeks*. Bersin & Associates, July 2004.

## Participating Organizations

The 8 organizations with which we spoke varied in size from 175 to 29,000 employees, representing a variety of industries. We interviewed training managers directly or indirectly responsible for selecting technologies to deliver training or for developing other unique approaches to leverage tools.

Organization	Industry	Number of Employees
CareCentric	Health Care	175
CountryWide Financial Services	Financial	29,000
Dynix	Technology	600
Fidelity Information Services	Financial	5,000
High-Tech Company	Technology	5,000
Ingram Micro, Inc.	Distribution/Technology	12,000
Intuit, Inc.	Technology/Financial	7,000
Mindspeed Technologies, Inc.	Technology	600

*Table 1: Participating Organizations*

## Key Findings

### 1. Companies are finding training opportunities in unexpected places to increase time-to-competency.

Companies are finding ways to use online tools to move beyond formalized training and support the business in unexpected ways, during a time when training budgets have been impacted.

These companies have found they have been able to do more with less since their reliance on online delivery has increased.

Companies are leveraging their investment in learning technologies across the organization. They are finding ways to insert learning in activities outside of formal training. Bridging this gap between structured training and just-in-time, or on-demand, learning is a necessity for companies that have constant inputs of new information, but limited time or budget for formal training.

Even with frequent considerable budget cuts, companies state they are doing more with less since they began e-learning to support business initiatives. Rather than cutting programs altogether, they have been able to use technology to streamline programs and make experiences more effective.

Fidelity Information Service's management training program is richer and more effective since employees from across the country, rather than only on a regional basis, have been able to interact with each other. These same participants are encouraged to take control of their own experience and train each other when working virtually. These management trainees leave the program with a broader understanding of the organization and develop relationships that can support them throughout their career.

A leading high-tech company inserted training into support calls enabling employees to become more proficient in their use of internal applications (such as the learning management system and the corporate intranet). By seeing an opportunity beyond technical support for informal training, they developed self-sufficient employees and increased usage of these applications.

### 2. Companies are developing more effective and efficient sales teams.

In the previously cited Bersin & Associates study, 72% of companies surveyed acknowledged that "some or most" of their programs were time-critical in nature. The "waterfall" approach to content development<sup>2</sup> simply does not work for

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<sup>2</sup> The "waterfall" approach to content development is where an SME explains the content; an instructional designer creates a design document and project plan; a web developer builds interactivities and HTML pages; and a QA engineer tests the course.

many companies who need just-in-time training. Companies must provide their employees—and clients—with knowledge and skills when they need it, and in the delivery method that makes the most sense for individual learning styles.

Mindspeed has created a more effective sales and channel partner team since they began using their rapid e-learning development tool to record weekly sales sessions. This training, once only delivered to internal sales due to exorbitant costs, is now shared with 400+ channel partners, ensuring they can effectively sell and distribute the same products as the internal sales team.

### **3. Companies are more effectively using their subject matter experts.**

*CareCentric* brings in revenue through its online customer training programs, but has also seen customer implementation timeframes reduced by 50%.

*Intuit* has seen a four-fold increase in product referrals from accountants who have completed its e-learning certification program.

It can be an expensive proposition for companies to bring SMEs into the classroom, although this is not always the only deterrent. Many SMEs are simply not instructor material. Sometimes, they are not suited to deliver training in a live format and do not effectively communicate the learning objectives. Using these same SMEs to develop self-paced training requires a significant time commitment and strong support, and the learner population does not benefit from the opportunity for live interaction.

To resolve these problems, many companies found that by using synchronous tools, their SMEs are able to reach audiences they never could in the past—especially when blended with self-paced content. Interaction time with the expert is maximized while the presentation or instruction time for the expert is minimized.

### **4. Companies are adding value to their customer relationships and often find new revenue-generating opportunities.**

According to Bersin & Associates, customer training and for-profit education is a \$3–4 billion market today.<sup>3</sup> This market consists of corporate customer education, for-profit training and education, and degree-granting for-profit education.

Though e-learning for customer training is sometimes used as a revenue-generating mechanism, it is often used for a slightly more nebulous benefit: increasing customer satisfaction and building trust—with the end goal of growing the relationship. In either scenario, the company can focus on creating a strategic partnership with the customer, listen to their needs, and support them to ensure their usage of the product is successful.

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<sup>3</sup> *Best Practices in Online Customer Training*. Bersin & Associates. December 2004.

Dynix, for example, developed a varied a learning solution that meets the customer's needs and learning styles. They built these solutions as an integral part a successful client implementation. As a result, the company has developed a significant revenue stream with these solutions by carefully understanding the costs associated with delivering training in a classroom format as compared to a blended format.

## Case Studies

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### CareCentric

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At CareCentric, training is closely aligned with business goals and objectives. While the company has always viewed their customer-focused training solution as a differentiator in the marketplace, they only recently began to understand its potential to increase revenue while increasing customer satisfaction at the same time.

CareCentric provides technology, business operation, and outsourcing solutions to help home-care providers automate their business processes and streamline operating efficiencies. In 2003, the company began to focus on the “A Total Home Care Management Solution” concept in order to provide customers with a fully integrated suite of application, support, education, and financial products.

With CareCentric’s Learning Track™, customers gain access to a wide variety of learning solutions, including classroom, virtual classroom, and self-paced online content. Access to multiple learning options allow CareCentric to move beyond a purely implementation or support call mentality to that of a true business partner. This transition is done by enabling their clients to create knowledgeable, independent employees.

The company regularly delivers live, in-person seminars focused on topics related to specific products lines. In a recent seminar, they offered each enrollee an additional free hour of a virtual classroom training with a CareCentric specialist. Some customers registered multiple attendees, in part, to gain access to these high-value, one-on-one consulting sessions. CareCentric fully covers its costs through seminar fees, and sees this as an opportunity to provide a value-add to its customers, laying the groundwork for future consulting engagements.

CareCentric estimates that customer implementation time frames have been reduced by 50% since they began offering The Learning Track. While the initial business assessment is done onsite to fully understand the customer’s daily business processes, the rest of the implementation occurs virtually.

After the business assessment is completed, customers can gain access to all of the training materials through CareCentric’s learning management system (LMS). The program consists of tutorials, user manuals, and other self-paced online materials, which are then reinforced by live, virtual classroom sessions. Because of the availability of the self-paced materials, the trainer can maximize his/her time during the live session, focusing on customer-specific issues rather than rote teaching.

*“Our customers will always come to us for support. By being proactive we have been able to build a comprehensive support solution to become a business partner with our customers, while generating revenue at the same time.”*

Erick Allen  
Director of Corporate  
Education, CareCentric

Without the need to travel to a customer's location, CareCentric trainers can service two or three customers a day. They accomplish more with fewer resources and reduce travel expenses that are normally charged to the customer. Aside from the monetary benefits associated with this method, CareCentric's customers are more satisfied. Support is there when needed, yet, at the same time, they have more control over their own implementation schedule.

This approach of adding value to the customer carries over to customer service as well. The synchronous tool is used for on-the-fly "light" learning and support, while the customer is directed to the more comprehensive solution for in-depth training.

CareCentric uses blended learning solutions internally as well to improve the application release cycle. Product employee teams (including training, implementation, and support teams) participate in classroom training reinforced by virtual classroom sessions.

The Manager of Quality Assurance then uses these trained employees to help test the application, providing the teams with further exposure to the product and a chance to practice what they have learned. This process has not only succeeded in training staff, but has also enabled CareCentric to reduce the Ac-Cura application product cycle from years to months. Additionally, a more stable and efficient product is released.

CareCentric has saved upwards of 70% in travel, and in time-and-materials-related costs. The greater benefit to the company, however, has been in the level of subject matter retention and accessibility of information to internal and external customers.

Allen says:

We have been able to reduce the margin of error in a typical new system rollout by providing timely and accurate education to all customers of Ac-Cura. Our goal was to provide a dynamic and enriching educational experience that reaches far beyond cost savings. We impact productivity and create knowledgeable workers for our customers and ourselves—and *that* is the true return on an investment.

## CountryWide Financial Services

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CountryWide Financial has always invested heavily in employee training to ensure its financial professionals remain knowledgeable about the company's many products and processes. CountryWide Home Loan, the division that works directly with mortgage brokers to sell and service loans, traditionally had to maintain aggressive training schedules, often requiring employees to fly to various facilities for week-long training sessions.

CountryWide Financial has saved more than \$4 million per year from a combination of reduced travel expenses and increased employee productivity.

Since moving these in-person training sessions to a live, online learning format, the company estimates they have saved more than \$4 million per year. While part of the savings is from reduced costs, such as travel, these savings are also due to the ability to deliver more training at a higher quality than in the past. The increased productivity of the employee who no longer has to leave his branch office is certainly another benefit.

The company has also seen an improvement in its orientation program. Traditionally, orientations were managed by each branch, resulting in inconsistent results. Countrywide consolidated these efforts and now delivers live, online sessions that meet over the course of five days for two hours a day. The result is a uniform orientation that covers all aspects of the company's environment and history, how it is organized, what skills are required, and what technologies are available.

An unexpected benefit Countrywide has seen through their evolution of online learning is the improved work-life balance for its employees, especially for trainers who traditionally had to manage a significant amount of travel.

## Dynix

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The library automation software niche includes only a handful of players vying for the attention of customers. Dynix has found that with their robust training solutions, they have been able to differentiate themselves during the sales cycle and then continue to create lasting, strategic partnerships with their customers.

In the late 1990s, the company took a hard look at its training solutions. Customers were supported with a classroom-based training solution. This setup required trainers to travel to a customer's site for a week at a time, often losing an extra two days due to travel time. These resources were sucked up by new customer implementations, leaving existing customers to flounder. With new application releases almost every six months and limited training resources to support them, a customer base was being created that was not effective in its use of the application.

While Dynix is a software company, its customers—academic, school, public and consortium libraries—are resistant to new technologies and solutions. Both Dynix, as well as its customers, were initially reluctant to transition from the classroom-based training to online training. Even with this reluctance, the company made the investment to rebuild its curriculum. They began porting components of the program to the online format, at times providing financial incentives to try this new solution.

After September 11, 2001, the interest in exploring alternative training solutions for customer implementations skyrocketed. The company found they were unexpectedly prepared for this need and succeeded in hitting its revenue milestones that year. Since then,

the company has expanded its customer-based training solutions to become a noteworthy source of revenue for the company.

Today, the company offers a multi-tiered solution, called iLearn, to support multiple learning styles and preferences. Informational live sessions are delivered free on certain topics, such as new software releases. Smaller fee-based live training sessions are held with smaller groups, and include desktop sharing and one-on-one interaction.

An online software lab is also available, enabling participants to work on their own installation of the application. Dynix has also developed a self-paced training library consisting of nuggets of information (8 to 10 minutes long) that customers pay a yearly subscription fee to access.

When training was delivered only in the classroom, costs were not fully understood. It was bundled into the overall contract as part of the implementation cost. In comparison, in the second half of 2004, Dynix brought in \$2 million in revenue from their customer training solutions. Dynix estimates this revenue will double in the next year through expansion into the European and Australian markets as well as through a new pre-paid training “debit” card they plan to implement.

Customers still have the ability to bring a trainer onsite, but Dynix better understands the travel, salary, and opportunity costs associated with offering this solution—and now bills appropriately.

Overall, the company takes more of a consultative approach with its customers. Rather than offering a single solution, they work with each company to offer an implementation training plan that fits the customer’s needs.

Dynix has also been able to reduce average customer implementation timeframes from 6 months to 90 days, due to the flexibility of the training solutions. In the past, customers would schedule onsite training many months ahead of time, where now, it is built into the implementation plan as and when it is needed.

Aside from increased customer satisfaction, Dynix pushed 50 more projects through the pipeline in Q4-2004 than in the rest of the quarters combined, increasing per quarter revenues significantly.

The operations division (including the group that develops and delivers customer-facing training solutions) at Dynix moved the same amount of revenue in Q4-2004 as the 3 previous quarters combined.

## Fidelity Information Services

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When Fidelity Information Service's budget was cut in 2001, the company wished to continue providing engaging learning to employees. Besides needing to cut back on travel costs, employees simply were not willing to take the time to travel to training sessions. In response, the company moved to online self-paced learning, with mixed results. It found that while costs were reduced and time away from the office was minimized, the effectiveness of the training itself was reduced, due to the lack of collaboration.

Consisting of only a small training group, the Enterprise Banking Unit does not have the luxury of instructors or instructional designers on staff. They have a regular need to create and customize training materials. The necessity to keep training sessions collaborative initially sold the company on live e-learning tools. They saw an unexpected benefit from this lack of instructors: They have been able to fully utilize their SMEs. They find the content benefits greatly from allowing key financial experts to be on hand to interact with employees in ways they never could before.

Fidelity Information Services has also been able to make the somewhat difficult jump from classroom-based management training to an online format. The Managing for Excellence program traditionally consisted of 80% classroom and the rest delivered as self-paced online courseware covering the basic concepts. This program was a year long and consisted of significant travel for the participants. The program is now a 100% blended solution and the participants kick off the program in a virtual session.

The core elements of the program consist of a blend of self-paced modules, online assessments, and a classroom debrief. By delivering this type of program, the company has experienced multiple benefits—some expected and some not. They have found that employees are more eager to take control of their own learning and help train each other when they have the opportunity to work together in breakout rooms. When the program was classroom based, the content tended to be segmented to a particular region. Employees now have the opportunity to connect with colleagues from a much wider area and talk about company issues rather than regional issues only.

Through the use of blended solutions, the company has implemented other programs that enable skills practice and live reinforcement sessions. Fidelity Information Service's 30-day financial cycle consists of reviewing financial statements, making projections, and explaining variances.

When the financial course was delivered in a one, half-day classroom setting, the employees were not able to reinforce these key activities during an actual financial cycle. The newer blended, or "spaced" program enables key company financial heavyweights to

The year Fidelity Information Service's "spaced" program rolled out, the CFO attributed the reduction from three to two budget iterations in part to the new training process.

interact with students in live online sessions. The participants then shadow their manager for a 30-day cycle for on-the-job reinforcement.

Through ongoing live online sessions, the students submit simulated variance reports and continue to work with SMEs in the accounting group. The first year participants completed this program, the budget cycle was reduced from two to three budget iterations.

## High-Tech Company

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This high-tech company sees additional value down the road when they can bundle instant messaging and desktop sharing in one session to share knowledge and learning.

Growing through multiple mergers (the latest major merger coinciding with the burst of the Internet bubble), resulting in significant budget cuts, it has always been critical to this high-tech company that training and product information be disseminated to the employee base around the globe. By using online methods to meet these needs, the company found immense business value by making information available exactly when it needs to be.

To support the sales effort, the company uses a synchronous learning tool to disseminate new product knowledge. This monthly four-hour session is delivered purely via a synchronous tool, and enables the high level of interactivity necessary for sales managers to communicate product information to the dispersed sales force. Each meeting is also recorded, broken down into snippets, and made available through the corporate intranet site for later, easy access by the sales team.

They have also started to bridge the gap between traditional structured training and just-in-time learning by using their synchronous tool to support internal help desk calls. The help desk opens a synchronous session to share the employee's desktop when troubleshooting internal applications (such as the LMS or the corporate intranet).

By having a tool in hand to do some of this on-the-fly training, there is an opportunity to help employees feel more comfortable with the application and become more self-sufficient, reducing future support calls. By building up this comfort level within the employee base, the company experiences a secondary, but important, benefit as usage of these tools increases.

## Intuit, Inc.

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Intuit has a “right for me” learning strategy. They place a strong focus on making training available at the right time, with the right delivery method. This strategy carries over into its strong client-facing training programs.

Intuit trains approximately 27,000 accounting professionals every year on its financial software for small business accounting and tax preparation. Rather than viewing these training programs as a commodity, Intuit has made a significant investment to use these programs to create strategic partnerships with their clients.

Selling both to small businesses as well as accountants, Intuit’s goal is to make sure their first experience with the product is smooth and successful. They also want to understand their clients’ needs and provide them with the right solution and support on an ongoing basis.

*“We want our learning solutions to help build strategic partnerships with our customers, rather than be an opportunity for profit making. It’s more nebulous in terms of ROI, but it adds more value to the relationship and our customers experience a ‘right-for-my-business’ approach.”*

Allessandria Polizzi  
Accountant Training  
Network,  
Intuit, Inc.

A specific program Intuit delivers is the accountant QuickBooks Point of Sale® certification program for its Professional Advisor program. Originally a 500-page self-study book with a 50 question online exam, the company adapted this content for a blend of live online and self-paced delivery.

Once the accountant completes the certification program they are entered into Intuit’s referral database. For small businesses looking for an accountant, this database carries a great deal of weight. Intuit has seen a four-fold increase in product referrals from accountants who have completed this e-learning program. They also clearly know how many accountants in the industry know their product.

Intuit also leverages their synchronous online tool, through one of its products, to enable accountants to support their own client base. The QuickBooks Premier® product, a product used by accountants to support their own clients who use QuickBooks, comes with a plug-in to WebEx. Through QuickBooks Premier, the accountant can deliver on-the-fly sessions by accessing their customer’s computer remotely anytime, anywhere.

Another way Intuit develops strategic partnerships with their clients is by using practicing QuickBooks accountants to deliver synchronous classes. Intuit consistently sees a higher level of satisfaction from participants when they are able to benefit from peer-to-peer learning.

## Ingram Micro, Inc.

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*"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, Inc.

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 10-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 to support the company's performance-support culture. In application training classes, employees spend time with the instructor in a workshop mode. They 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.

## Mindspeed Technologies, Inc.

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*"When we have a product released one day, we have to train on it the next day. If we deliver our training too soon or too late, it is a wasted effort. We must provide training at the right time in order to support the business."*

Richard Ratz  
Director of Learning,  
Mindspeed  
Technologies, Inc.

Mindspeed's mantra might be "training at the right time." This small company designs, develops, and sells semiconductor networking solutions for communications applications. Their products are a key part of Internet infrastructure.

Because the company is dealing with cutting-edge technology, training on new products is critical and intense. Ensuring the sales team has the most up-to-date information is a key priority of the company. When a new product becomes available, the sales team must get the information the next day. If the training happens too soon or too late it is a wasted effort.

However, this is another company that has felt pressure since the dot-com bubble burst. While sales meetings and training used to be a pricey endeavor with remote employees traveling to meet in person, the company's budget for these types of events was slashed. The company had to explore other ways of bringing these individuals together. Initially, the company used video conferencing, but with a couple of product sessions needed every week, the

company saw these costs skyrocket to \$15,000 for a 90-minute session. Since then, the company has been exclusively using Web conferencing.

Mindspeed found that by using live e-learning, they are able to maximize their investment in a single tool. With no training budget, the company must leverage the resources available, and this includes utilizing internal SMEs to deliver training. While their approach may be simple, it is efficient. Whether it is sales training, partner training, or compliance training, the company works with SMEs to develop and deliver the content, either in a live or recorded format.

Because SMEs are not trainers, the company focuses on ensuring they know how to develop and deliver an effective presentation. Putting them in front of a live classroom, however, is another story. They record sessions with their synchronous tool and find that the expert is able to deliver a simple, yet impactful, session. They relax because they are not “live,” and can be coached on refining the content and delivering it with impact.

Mindspeed has also seen an unexpected benefit in reaching channel partners. When sales training was held in person or by videoconference, the costs were much too high to allow 400 channel partners to participate. Mindspeed now records the weekly live online sales sessions and makes them available to channel partners via the LMS.

The company has started exploring reaching out to customers in a similar way. About a dozen customers now access software training online and Mindspeed has already started recognizing the business value of freeing a sales person from traveling to a customer for onsite training.

## Conclusion

Through these case studies, we see that companies have found ways to leverage their investments in technology and e-learning to add value to business initiatives and strategy.

While the cost savings theme continues to be a critical rationale behind using e-learning, tools and resources are now used more effectively to align knowledge and training solutions to the business strategy.

The following chart summarizes how each organization discussed in this paper has used technology-based learning to support the business.

Organization	Business Benefits and Value
CareCentric	<ul style="list-style-type: none"> <li>Generates revenue by offering training that promotes future consulting engagements.</li> <li>More satisfied customers who can control their implementation schedules. Customer implementation timeframes reduced by 50%.</li> <li>Reduced product cycle from years to months.</li> <li>Saved 70% in travel, and time-and-materials-related costs.</li> </ul>
CountryWide Financial Services	<ul style="list-style-type: none"> <li>Increased productivity of sales team due to less time away from the office and improved work-life balance.</li> <li>Uniform information dissemination across the organization.</li> <li>Estimated savings of \$4 million per year.</li> </ul>
Dynix	<ul style="list-style-type: none"> <li>Met revenue milestones—even in post-September 11<sup>th</sup> atmosphere.</li> <li>Significant reduction in customer implementation timeframes (6 months to 90 days).</li> <li>Able to drive an increased number of customer implementations through the pipeline.</li> <li>Training solutions generated \$2 million in revenue in the second half of 2004.</li> </ul>
Fidelity Information Services	<ul style="list-style-type: none"> <li>Dissemination of key SME knowledge into broader employee base.</li> <li>Reduced opportunity costs when budgeting cycle was reduced from 3 to 2 iterations.</li> </ul>
High-Tech Company	<ul style="list-style-type: none"> <li>Better utilization of internal applications.</li> <li>Alignment in sales team on product knowledge.</li> </ul>
Ingram Micro, Inc.	<ul style="list-style-type: none"> <li>Developed a self-service environment to enable employees to maximize time on the job.</li> </ul>
Intuit, Inc.	<ul style="list-style-type: none"> <li>Strategic relationships developed with customers.</li> <li>Four-fold increase in product referrals from accountants who have completed e-learning program.</li> </ul>
Mindspeed Technologies, Inc.	<ul style="list-style-type: none"> <li>Increased performance from channel partners due to the ability to participate in regular sales meetings and training.</li> <li>Sales team has access to new product knowledge exactly when it is needed in order to sell more effectively.</li> </ul>

*Table 2: Benefits Summary by Organization*

## About Us

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Bersin & Associates is the only research and consulting firm solely focused on What Works® e-learning research. With more than 20 years of experience in e-learning, training, and enterprise technology, Bersin & Associates provides a wide range of services including market research, best practices, vendor and product analysis, corporate workshops, corporate implementation plans, and sales and marketing programs. Some of Bersin & Associates innovations include a complete methodology for LMS selection and application usage, an end-to-end architecture and solution for training analytics, and one of the industry's largest research studies on blended learning implementations.

Bersin & Associates offers the industry's first e-learning research subscription, "The E-Learning Research Center" (<http://www.e-learningresearch.com>), which offers up-to-date research, product selection guides, white papers, and access to other experts online. This service enables corporate training managers, vendors, and consultants to make faster, better decisions about e-learning strategy, programs, and technology.

Bersin & Associates can be reached at <http://www.bersin.com> or at (510) 654-8500.

## About This Research

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