



## Selecting the Right Training Delivery Mechanism

A Whitepaper by Rudraksh Shekhar

## Abstract

This whitepaper is a comparative study of the various training delivery options available in the corporate training domain. This comparative study aims to assist chief learning officers and other training stakeholders, identify the most cost-effective training solution that is best suited to meet specific training needs. This study also attempts to establish the best practice of efficient effort expenditure and management through effective identification of the appropriate training solutions.

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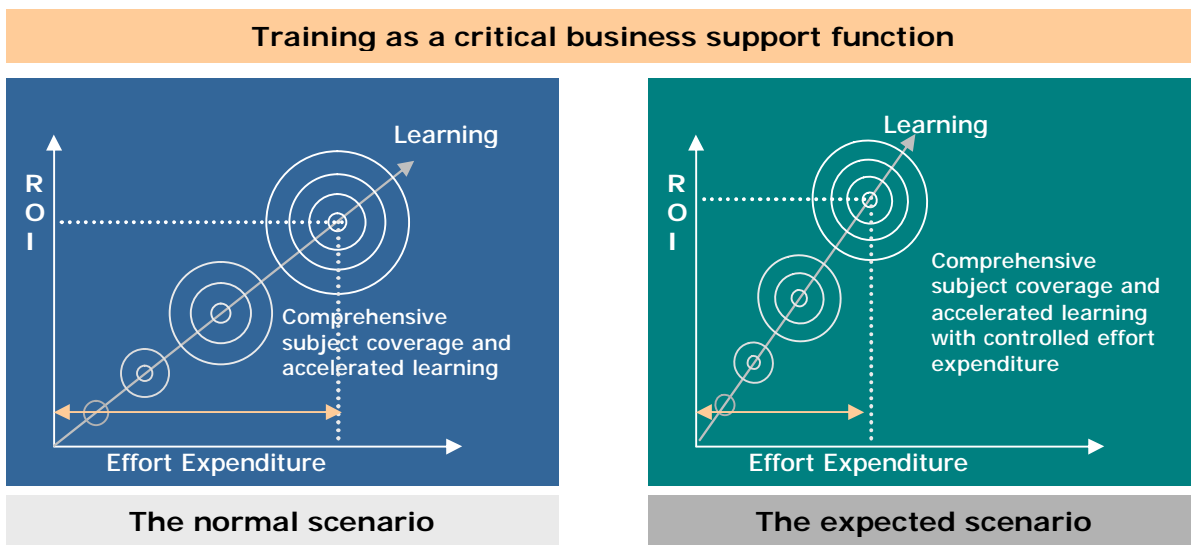
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## Training, a Critical Business Support Function

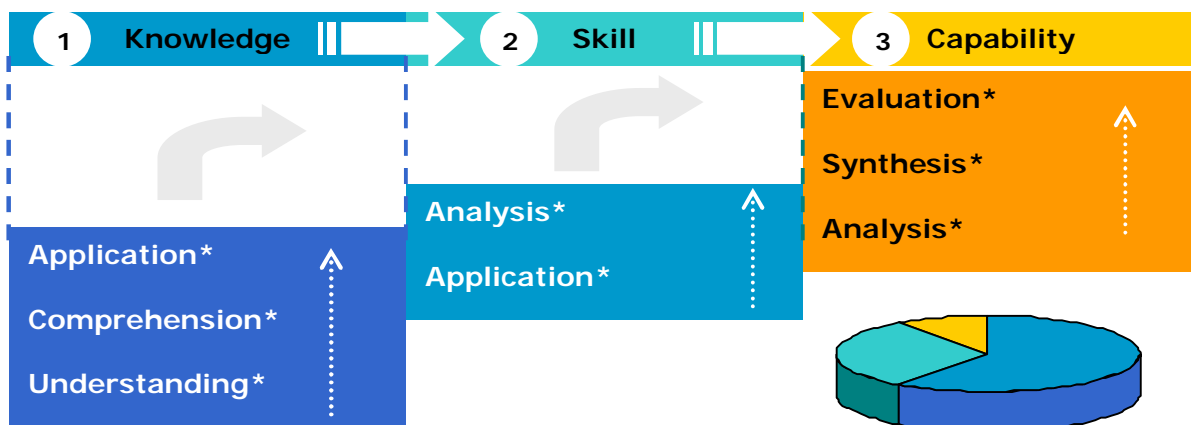
Training is the most viable means to ensure effective assimilation of information and efficient application of the assimilated information by the conceptual, operational, and functional aspects of businesses.

Businesses around the world recognize training as a critical, yet a support function and therefore seek to reduce their effort expenditure while accelerating the process of learning. Training, as a solution, has to be efficient and ensure a high return-on-investment (ROI). At the same time training also has to be cost-effective with a low development turn-around time.



### Controlling Effort Expenditure

Training solutions are the tactical implementations of the instructional design strategies, which in turn are driven by training needs. In the corporate training domain, all training needs can be broadly classified into three distinct verticals: **Knowledge, Skill, and Capability**.



\* Learning levels. Ref. Bloom's Taxonomy

Information is transferred as knowledge. Knowledge builds skills and skills can be developed into capabilities.

**Distribution of training needs in the Corporate Training Domain**

- Knowledge 60%
- Skill 30%
- Capability 10%

Training needs based on this classification define the quality of effort and resources that will be required to complete the process of learning.

If training needs describe the quality of effort, then training requirements define the quantity of effort that will be required. Training requirements include need-based factors, such as:

- § Training audience statistics and availability
- § Preferred mode of delivery
- § Training implementation turn-around time
- § Learning acquisition turn-around time
- § Training challenges

The first step in efficient effort expenditure management is to identify the most cost-effective training solution based on the training needs and one that is adequately attuned to effectively meet all training requirements.

## Training Solutions, a Comparative Study

Training has evolved over the years and with the advents in technology more possibilities are now available.

In this information age, training range from simple product manuals to complex capability builder simulations and can be broadly classified into:

### 1. Conventional

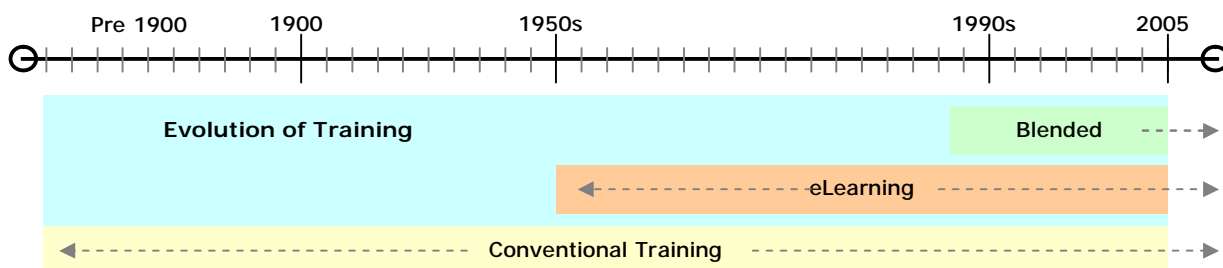
- a. Instructor-led training solutions are facilitated classroom sessions that are supported with job-aids, lecture and discussion maps, presentations, case studies and other visual-aids.
- b. Paper-based training solutions are self study material in the form of product or process manuals, best-practices definition documents, information brochures, job-aids, and user manuals.

### 2. eLearning

- a. Web-based training (WBT) solutions include self-paced computer-based training, simulations, and role-play simulations.
- b. Rapid eLearning are enhanced eLearning training solutions with a very low development turn-around time.

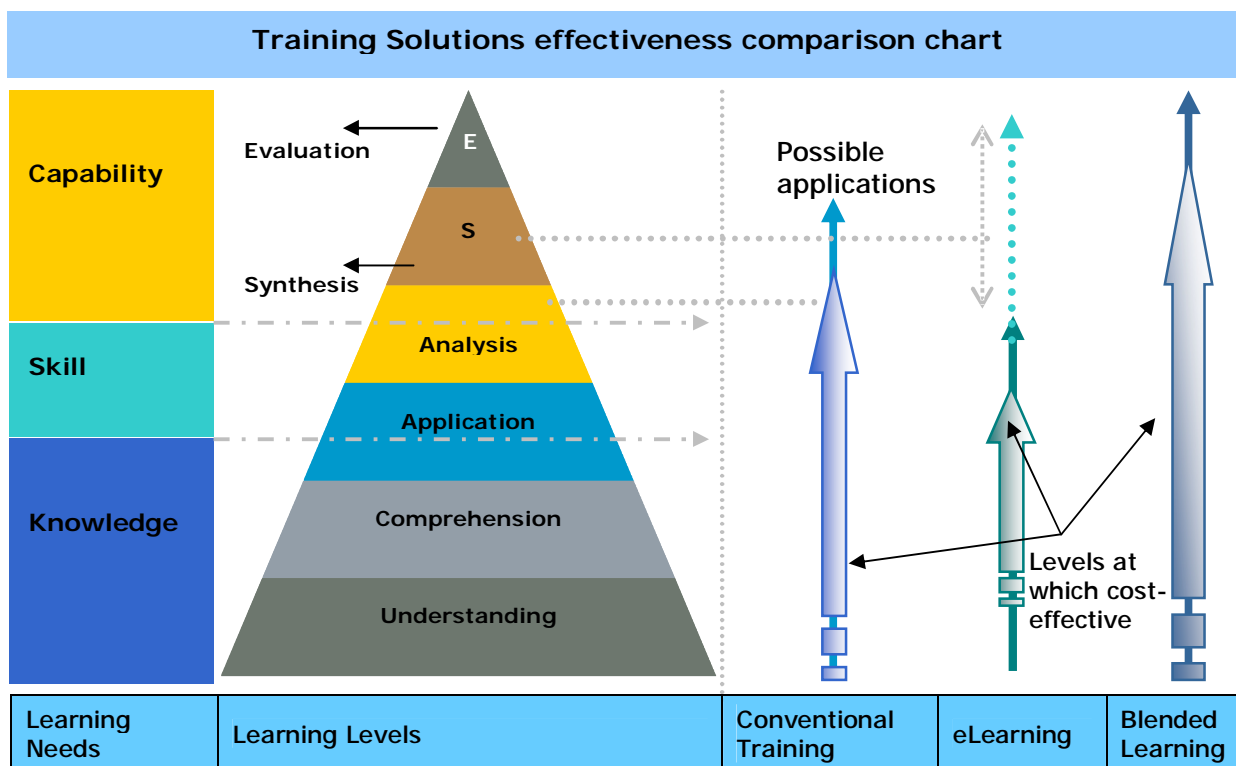
### 3. Blended Learning

- a. A combination of conventional training and eLearning solutions
- b. Solutions convergence – WebCast, and virtual ILTs (online synchronous solutions)



These training solutions offer distinct benefits and are independently more suited to specific training needs. However, each training solution also has its inherent limitations. Additionally, different learning scenarios require different training solutions.

These training solutions involve various tools, methodologies, and instructional approaches and complement training needs as knowledge builders, skill builders, or capability builders. In addition, these training solutions are primarily driven by the learning levels within each vertical.



### Conventional Training

Conventional training solutions are the oldest existing and also the most widely used form of training solutions. Conventional training solutions are cost-effective solutions that are generally best used when:

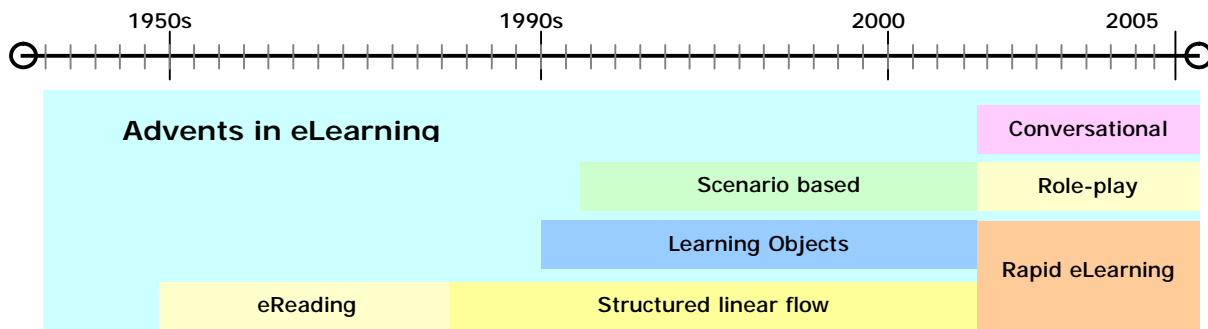
- The learning needs have a short life span or are constantly changing, and therefore training need to be updated regularly.
- The training development and implementation turn-around time is low.
- A high degree of hands-on demonstrations have to be delivered.
- Learners are in the same geographical location.

Conventional training solutions are most effective in knowledge building and skill development exercises. These training are well suited for requirements of communicating consistent messages and quick knowledge transfers. However, to setup a conventional training classroom session with seat space, visual projection, printed material, computers, simulated software, and internet bandwidth is an additional overhead. Conventional training has its significant limitations in providing on-demand training to target audiences in different geographical locations, and on-demand localization of course material.

### eLearning

eLearning promotes a relaxed self-paced virtual learning environment and has opened new training possibilities in the form of simulations and virtual reality. The following instructional schematics are commonly used to provide engaging learning experiences:

1. Two dimensional (linear) flow of information (self-running or directed). Examples include eReading and application simulations
2. Three dimensional flow of information (directed). Examples include decision trees and soft-skills simulations
3. Scenario based learning and role-playing training
4. Learning Objects driven training
5. Conversational learning



In eLearning, technology is leveraged to facilitate directed or exploratory learning through enhanced use of text, audio, video, and computer animation. For example, simulations are used to create virtual learning environments for software applications, product applications, and skills applications.

Linear eLearning solutions are best suited for knowledge building exercises for large groups of learners. eLearning simulations are best suited for occupational skill development and capability building exercises.

eLearning as a cost-effective solution is typically best used if:

- A large group of learners are geographically distributed across a wide economic zone.
- The learning needs do not have a short self-life.
- The training development and implementation turn-around time does not significantly impact the learning outcome.

Rapid eLearning is fast evolving as the most cost-effective eLearning solution. Rapid eLearning is primarily driven by the objective to develop training rapidly with limited effort expenditure.

Rapid eLearning is best used in the following areas:

- There are series of training programs with same learning objectives, which need to be built
- Learning needs have a development-span of less than four weeks. Leading to reduced cost of ownership, development time, and time to market.
- Training can be easily structured and managed by Subject Matter Experts and Instructional Designers.

Though Rapid eLearning is conceptually different from the conventional or eLearning development approaches, it is suitable only in certain situations. Rapid eLearning is useful when a consistent message needs to be delivered or to transfer critical knowledge.

Rapid eLearning shortens the time to market, enabling organizations to deliver training faster.

#### Blended Learning

Blended learning solutions combine the advantages and benefits of conventional training and eLearning into a cost-effective training solution that offers a very high ROI.

In blended learning, technology is leveraged to adopt the benefits, or to overcome the limitations, of conventional training or conventional training is integrated as part of the solution to overcome the limitations of eLearning.

#### Training Support Solutions

Assessment mechanisms are an integral part of a training solution and assist in evaluating the quality and quantity of learning. Assessments are also useful as a qualifier both before and after the implementation of a training solution.

Performance Support Systems and Knowledge Management Systems are learning support centers that act as a repository of training and can be effectively used to mentor learning needs.

Training Solutions Compare-Contrast Matrix

Various training solutions can be used to meet a specific training need. For example, process change training can be deployed as an ILT and also as a WBT.

However, efforts expenditure can be managed more efficiently if the appropriate training solution is identified and implemented.

To identify an appropriate training solution the learning needs and the training requirements have to be carefully evaluated along with a comparative study of the available training solutions.

| Training Solutions    |             | Functional Aspects               |                   |                  | Operational Aspects             |                                    |                            |
|-----------------------|-------------|----------------------------------|-------------------|------------------|---------------------------------|------------------------------------|----------------------------|
|                       |             | Mode of Information Assimilation | Learning Transfer | Learner Tracking | Development Effort Expenditure* | Implementation Effort expenditure* | Implementation Scalability |
| Conventional Training | ILT         | Fast-paced                       | Moderate to High  | Low              | Moderate                        | High                               | Moderate                   |
|                       | Papers      | Self-paced                       | Low               | Low              | Low                             | Low                                | High                       |
| eLearning             | WBT         | Self-paced                       | High              | High             | High                            | Moderate                           | High                       |
|                       | Rapid       | Self-paced                       | High              | High             | Moderate                        | Moderate                           | High                       |
| Blended Learning      | Combination | Either                           | High              | Situational      | Situational                     | Situational                        | Situational                |
|                       | Convergence | Fast-paced                       | High              | High             | Moderate                        | High                               | High                       |

*Effort expenditure includes time, efforts, and resources that will be required.*

## Brainvisa Recommended Training-Learning Framework

Brainvisa Consulting has defined a proprietary training-learning best practices framework to assist learning decision makers make rapid and informed decisions on:

- Aligning learning to business needs.
- Reducing training/learning time to market.
- Controlling and managing total cost of ownership.

This training-learning best practices framework includes a repository of training analytics components, instructional design workflows, technical workflows, and review workflows that facilitate efficient management of training costs, schedules, and quality.

To know more about Brainvisa's service offerings, please visit [www.brainvisa.com](http://www.brainvisa.com).



## About Brainvisa Consulting

Brainvisa Consulting is an end-to-end learning practices solution provider. Brainvisa Consulting is a division of Brainvisa Inc., a total solutions provider in the global training industry. Brainvisa Consulting has developed a comprehensive cross-disciplinary repository of training best practices that can be leveraged to align training needs to delivery frameworks. Brainvisa Consulting works closely with clients to customize learning consultancy roadmaps and ensures that the client's business challenges and training requirements are fulfilled with cutting-edge industry strength solutions.

### US Office

Brainvisa, Inc.  
20 Second Street, Suite 2403,  
Jersey City, NJ 07302  
USA

Phone: 571-338-7380  
Fax: 646-619-4205  
[www.brainvisa.com](http://www.brainvisa.com)

### Main Development Center

Brainvisa Technologies Ltd.  
Windsor Commerce  
Survey No. 2/8/1,  
Opp. Baner Telephone Exchange,  
Baner Road,  
Baner, Pune 411 045,  
India

Phone: +91-20-27205000  
+91-20-27205001  
+91-20-30212400  
Fax: +91-20-27205100  
[www.brainvisa.com](http://www.brainvisa.com)

### UK Office

Brainvisa (UK) Ltd.  
5, Underwood Street,  
London N1 7LY.

Phone: +91-93733-38369  
[www.brainvisa.co.uk](http://www.brainvisa.co.uk)

### Australia Office

Brainvisa Technologies Ltd  
ABN 56 376 365 518  
208, 10 Shoreline Drive,  
Rhodes 2138, NSW  
Australia

Phone: 0421696579  
[www.brainvisa.com.au](http://www.brainvisa.com.au)

