

ETraining OÜ

By Arved Liivrand, ETraining OÜ

1. Facts about the institution

Name of institution	eTraining OÜ
URL of institution	www.etraining.ee
Country	Estonia
Number of employees	20
Revenue in 2005	2,500,000 EEK
Experience with e-learning since	2003
Business sector	Consulting & training
Target group/participants in e-learning	Small and medium size organizations
Content	Sales management and product knowledge content
Form	Web based learning and testing
People interviewed	Arved Liivrand, CEO

2. How the institution used e-learning

2.1. The courses

The mission of eTraining OÜ is to offer for organizations time- and cost-effective web based training solutions. These solutions can be divided into two groups: computer-related training courses and tests and managerial training solutions. The computer-related interactive training courses (www.etraining.ee/demo/writer/Oo.org.Writer.html) and tests (www.etraining.ee/htm/tooted/test.html) are made according to European Computer Driving Licence Syllabus Version 4.0 requirements. The managerial training solution is a web-based LMS called WebTrainer (www.etraining.ee/htm/pood/wt.htm) for small to medium size organizations and businesses. It is used to test and certify employees. The LMS tests an employee's qualifications and knowledge and then saves these results. An employer can monitor an individual's progress relative to the group – his/her results are presented side by side with the group scores. The test results are saved as an evidence of the employee's qualifications. The system also allows employees to take responsibility for their own professional development; each employee can view their results and then, if they feel it may be necessary, put him/herself forward for further training.

2.2. Number of employees involved

Both training solutions (interactive PC Training Courses and Tests and LMS) are used for on-job employee training as well. Every employee of eTraining should pass all content and tests before he/she is allowed to start service or sales process. It means that an employee should take 6 PC related product test and 3-4 sales technique tests as a minimum. In addition, the managers create 1-2 short tests in each month. The purpose of these tests is to verify the competence of the employees with the latest market trends, product and sales information.

2.3. E-learning platform and technology issues

PC Training Courses and Tests – eTraining develops interactive courses on daily basis using Macromedia Captivate and Macromedia MX. A course combines animation, audio talk-through instructions and realistic simulation. If the training solution needs a database, we use a combination of Flash content and PHP/MySQL programming power.

LMS – PHP4.0 programming language and MySQL database server were used for the technical solution. Linux operating system and Apache web server were also used. Where servers support these systems, LMS can be used without any compatibility issues whatsoever. However, PHP version 4.0 or higher is required for the system to work properly. To use the system, the end user needs a computer with an Internet connection and a well-known web browser. Microsoft Internet Explorer ® 4.0 or better is recommended for the best user experience but other browsers (with JavaScript support) are compatible as well.

Students (employees) can communicate with tutors online, using PHP based e-mail system. Student(s) cannot communicate with other students.

The communication of student and tutor has following options:

- a. general information messages (student asks something from tutor or visa versa)
- b. information about training possibilities (student asks for additional training/learning opportunities)
- c. student feedback (after the test is completed, student can evaluate the course)

All messages (a ,b, c) are stored separately for better info management.

In the case of eTraining, the employees use the company main products also as a training tool.

2.4. Course development

LMS has two user levels: Level I – Employee(s) and Level II – Manager or Trainer.

Level I includes the employees who read and understand their training materials, take tests and answer polls. It is possible to divide the employees into groups, e.g., sales, services, technical, accounting, etc. The created groups can be associated with specific training materials and tests. All employees receive a unique username and password.

Level II includes the trainers/managers who can use the following functions:

- Manage Level I users,
- Add and change original learning content,
- Create tests and polls,
- Make detailed queues (reports),
- All trainers receive a unique username and password,
- Monitor the LMS usage by Level I users

LMS has a content module. This module creates files (web link, presentation fail, text document or PDF file) that list the company's required training documents. This information can be shared with the employees. All file types and web links can be used

as training materials. The employees have group-specific access to training materials. The general manager or sales managers of the company are constantly updating the content module.

Figure 1. LMS content module view (main folders)

The screenshot shows the Etraining LMS interface. The top header includes the logo 'etraining säästes aega ja raha!', the company name 'Etraining OÜ', the user 'Kasutaja: Arved Liivrand', and a 'Töö lõpp' button. A sidebar on the left contains several menu items: 'Moodulid' (with sub-items: Testid, Õppematerjalid, Statistika, Küsitlused), 'Teated' (with sub-items: Loe, Saadetud, Saada, Koolitusvajadus), 'Haldus' (with sub-items: Töötajad, Töötajate grupid, Sisenemisloogi, Kliendi andmed), and 'Kasutusjuhend'. The main content area is titled 'Õppematerjalid' and shows a folder tree with 'Õppematerjalid' selected. Below the tree is a table of learning materials.

Nimi	Kirjeldus	
Enesearendamine	Siin artikleid, kus leiad inspiratsiooni enesearendamiseks. Loe kui tunned , et sinu ette tekib küsimus 'miks' , 'mille nimel' jne.	Muuda Kustuta
Kasuliku info	Siin kaustas on informatsioon, mis on kokku kogunud ajakijandusest. AITAB KÕVASTI MÜÜA! Vajalik ja hea igapäevases töös kasutada!	Muuda Kustuta
Müüjate õppematerjalid	Siin on kasulikud õppematerjalid (majasisesed) müügitöötajatele. Koolituste presentatsioonid jms.	Muuda Kustuta
Raamatukogu		Muuda Kustuta
Seadused	Siin mõned ka meie ala puudutavad vajaalikud seadused.	Muuda Kustuta
Uus	väga uus	Muuda Kustuta
WebTrainer koolituskeskkond	Vajalikud materjalid WebTrainer koolituskeskkonna võimaluste omandamiseks!	Muuda Kustuta
Üldine	Materjalid kõikidele töötajatele.	Muuda Kustuta
XML küsimuste templiit.xml 11,7 KB	see on XML templiit	Muuda Kustuta

Figure 2. LMS content module view (folder “Kasuliku infot”)

The screenshot shows the Etraining LMS interface. At the top, the logo 'etraining säästes aega ja raha!' is visible. The user is logged in as 'Arved Liivrand' from 'Etraining OÜ'. The main navigation sidebar on the left includes sections for 'Moodulid', 'Teated', 'Haldus', and 'Kasutusjuhend'. The main content area is titled 'Õppematerjalid \ Kasuliku infot' and contains a table of learning materials. Each row in the table includes a file icon, the file name, its size, a brief description, and two action buttons: 'Muuda' and 'Kustuta'.

Nimi	Kirjeldus	
[Üles...]		
Arvutikasutamise põhikursus (Win98) 0.0 KB	IT koolituse hinnakirja väljavõte. 1700.- krooni baaskoolitus !!! Ainult ühele inimesele!	Muuda Kustuta
PC koolitus hinnad.pdf 293.2 KB	See materjal on hea näide sellest, kui palju maksab arvutiõppepärilav koolitus (Audentrez Anko). Ehk ca 3000 krooni eest saab AINULT 1 inimese ära koolitada. See on kõll vahva, aga olejäänud? Siit nõüd saab igaüks ise meie lahendusi võrrelda ja müügiprotsessis kasutada.	Muuda Kustuta
Arvutikoolituse hinnad (BCS näide) 0.0 KB	Vaadke Excelli hinadrid. NB! 3 kursust, 5 päeva ja 6960 kr. + km. - see kõik said ÜHELE töötajale! NÕÜD võrrelge palju maksab meie toode!	Muuda Kustuta
Ekke Lainsalu-vastuvõidet aasta lõpp.pdf 238.3 KB	See on artikkel kus Ekke Lainsalu räägib klientide vastuvõidetest, et aasta lõpus tehingut edasi lükata. Väärat materjal heade näpunäidetega.	Muuda Kustuta
Jusbitsministeeriumi arvutitestid 0.0 KB	Jusbitsministeeriumi ametnikud peavad ministeeriumi sülearvuti kasutamiseks sooritama eksami, selgitamaks oma arvutikasutamise oskust. SAATKE SEE LINK KÕIGIE KES ÜTLEVAD, ET ON LIHTNE!	Muuda Kustuta
kaasaegne .pdf 333.0 KB	Hea artikkel sellest, milline peab olema kaasaegne personaljuht. Ehk lool on mitu õpetliku aspekti. NÕÜD tunnete ära kellesse tasub investeerida ja kellesse mitte. Milline on eesrindliku personaljuhi mõtteviis jne.	Muuda Kustuta
Koolitustoetuse programmi kaasrahastatakse Euroopa Liidu Struktuurifondidest.doc 26.5 KB	Siin info selle koht akuidas ettevõtted ja organisatsioonid saavad EU-st raha küsida koolitusele. Ehk las nad küsivad raha , et meie 'rääkivaid arvutiõppeprogramme' osta.	Muuda Kustuta
testimise hinnad.pdf 159.7 KB	Hea näide kui palju maksab töötajate teadmiste kontroll. Aga meie teadame TASUTA TESTI võimaluze.	Muuda Kustuta
arvutiekksam justitsmin.pdf 345.7 KB	VÄÄÄ TÄHTIS MÜÜGITOETUS INFO!!! Kuidas Jusbitsministeeriumis toimub töötajate arvutiteadmiste kontroll. PDF failina.	Muuda Kustuta
Kuidas kõne 'nähtlikuks'	Kasulik materjal kõigile kes müüvad.	Muuda Kustuta

2.5. Course administration

The managers are responsible for creating the tests as well. The tests can be assigned separately to each individual employee, group of employees, or to all employees. The time for taking the test can be scheduled by date, month, year and time.

After the test, the employee will receive his/her score and an emotional feedback, which is predefined by the author of the test. The test taker may compare his/her results with others. After the tests have been completed, the managers can use the Report module to see detailed statistics concerning all Level I users who have taken the tests. These are presented as separate statistics for each test as well as summarized statistics. Test

results can be saved in a database or as XLS/HTM files or printed out. Reports can be saved as XLS files or printed out.

Figure 3. Example of test (“Müügi test juuni 2005”) questions

The screenshot shows the eTraining application interface. At the top, it says 'Kasutaja: Arved Liivrand' and 'EST'. The sidebar on the left contains several menu items: 'Moodulid' (with sub-items: Testid, Õppematerjalid, Statistika, Küsitlused), 'Teated' (with sub-items: Loe, Saadetud, Saada, Koolitusvajadus), 'Haldus' (with sub-items: Töötajad, Töötajate grupid, Sisenemisloogi, Kliendi andmed), and 'Kasutusjuhend'. The main content area is titled 'Testid » Müügi test juuni 2005'. Below the title, there is a section 'Lisa ja muuda küsimusi' with a dropdown menu set to 'kõik küsimused' and an 'OK' button. Underneath, there are options to 'Lisa küsimus' and 'Laadi küsimused XML failist'. The core of the interface is a table with the following columns: 'Küsimusand', 'Vastusevariante', and 'Punkte'. The table lists 21 questions, each with a point value and a red 'x' icon in the final column, indicating that all questions are currently unanswered or failed.

Küsimusand	Vastusevariante	Punkte	
1. Tarkvarakonsultandi eesmärgiks on...	3	1.00	x
2. Esmase müügikõne eesmärgiks on...	4	2.00	x
3. Tutvustades lahendust kasutan ma järmiseid termineid...	3	2.00	x
4. Rääkivate arvutiõppeprogrammide mõte on...	3	1.00	x
5. Kas kasutaksid toote esmases tutvustuses fraasi "see teeb tõesti puust ette ja punaseks ning see on parim viis arvuti õppimiseks"?	2	1.00	x
6. Kui oled esmase kõne tulemusel kontaktisikule lahendust tutvustanud siis...	3	1.00	x
7. Kõne lõpus...	3	1.00	x
8. Toote esmatutvustuses on fookuses...	3	1.00	x
9. Juhul kui klient ei läse Teil rääkida siis reeglina...	3	1.00	x
10. Universaalse pöörde levinumad väited on...	4	2.00	x
11. Tutvustavate materjalide pakett koosneb...	5	3.00	x
12. Esmase kõne ja tutvustavate materjalide põhiliseks ideeks on..	2	1.00	x
13. Tutvustavates materjalides toodud lingid AO Keskuse ja meie kodulehele avanevad...	2	1.00	x
14. Peale tutvustavate materjalide saatmist võtan kliendiga ühendust reeglina...	3	1.00	x
15. Peale tutvustavate materjalide saatmist kontakti eesmärgiks on...	3	1.00	x
16. Esmasele kliendikontaktile järgnevates kontaktides on fookuses...	3	1.00	x
17. Kui klient ei ole materjale läbivaadanud siis...	3	1.00	x
18. Juhul kui kliendile lahendus hea tundus on teise kliendikontakti eesmärgiks...	3	1.00	x
19. Vastuväite "Õppeprogrammid on liiga lihtsad ja meil ei ole seal midagi õppida" vastu kasutan argumente:	5	3.00	x
20. Vastuväite "Me ei võta tööle inimesi kes ei oska arvutit" vastu kasutan argumente:	3	2.00	x
21. Vastuväite "Hind on kõrge" vastu kasutan argumente:	5	3.00	x

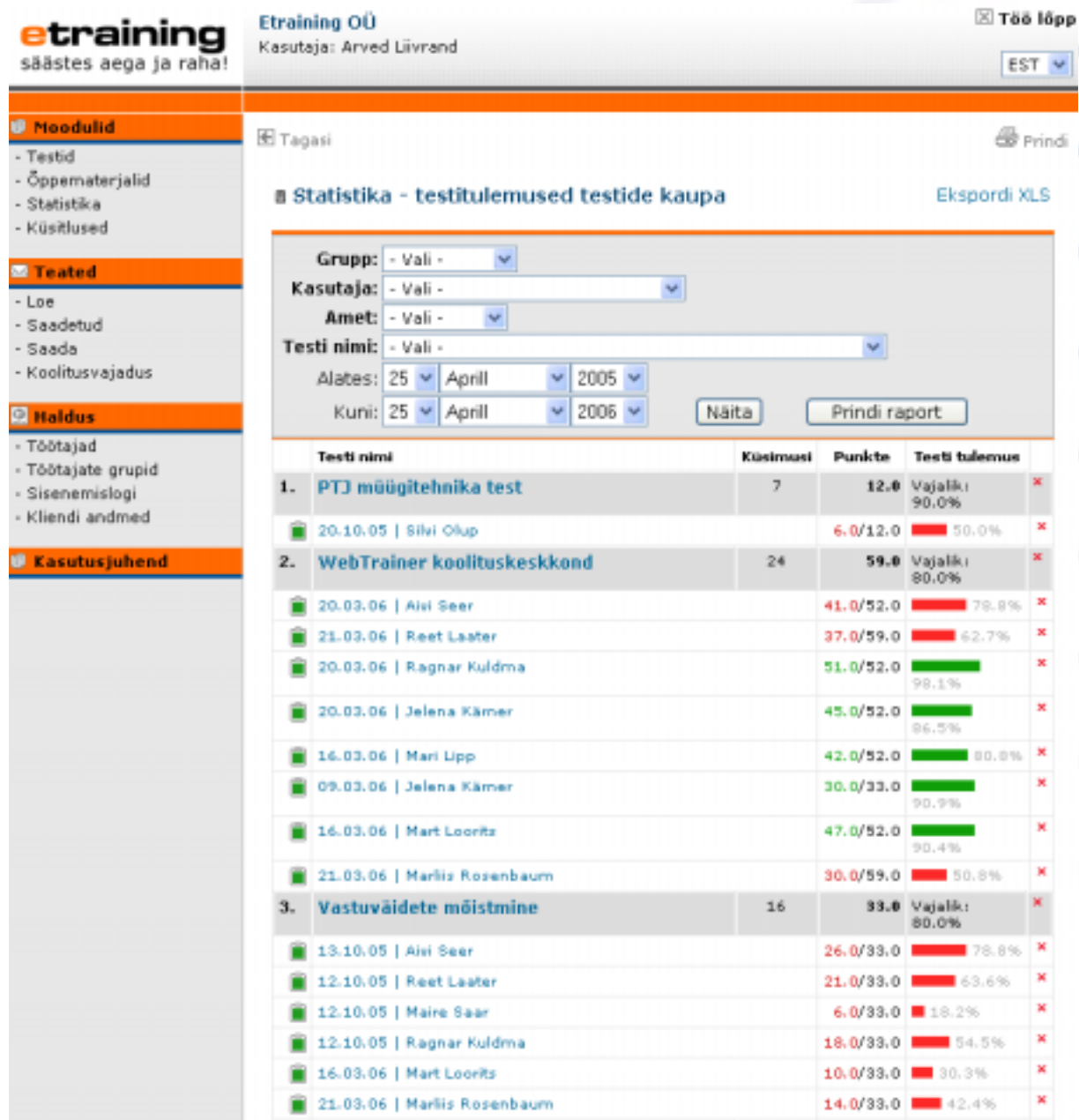
3. Effects and outcomes of e-learning activities

3.1. Completion rates

eTraining has used its own product for employee testing for two years (2003-2006). The positive completion rate is usually near 55%. This means that every second employee does not pass the test at the first attempt. The second attempt ends with a positive result

in 93 % of the cases. The personal motivation program is not directly related to test results. The idea behind testing is that one could not serve or sell the product without having passed the test.

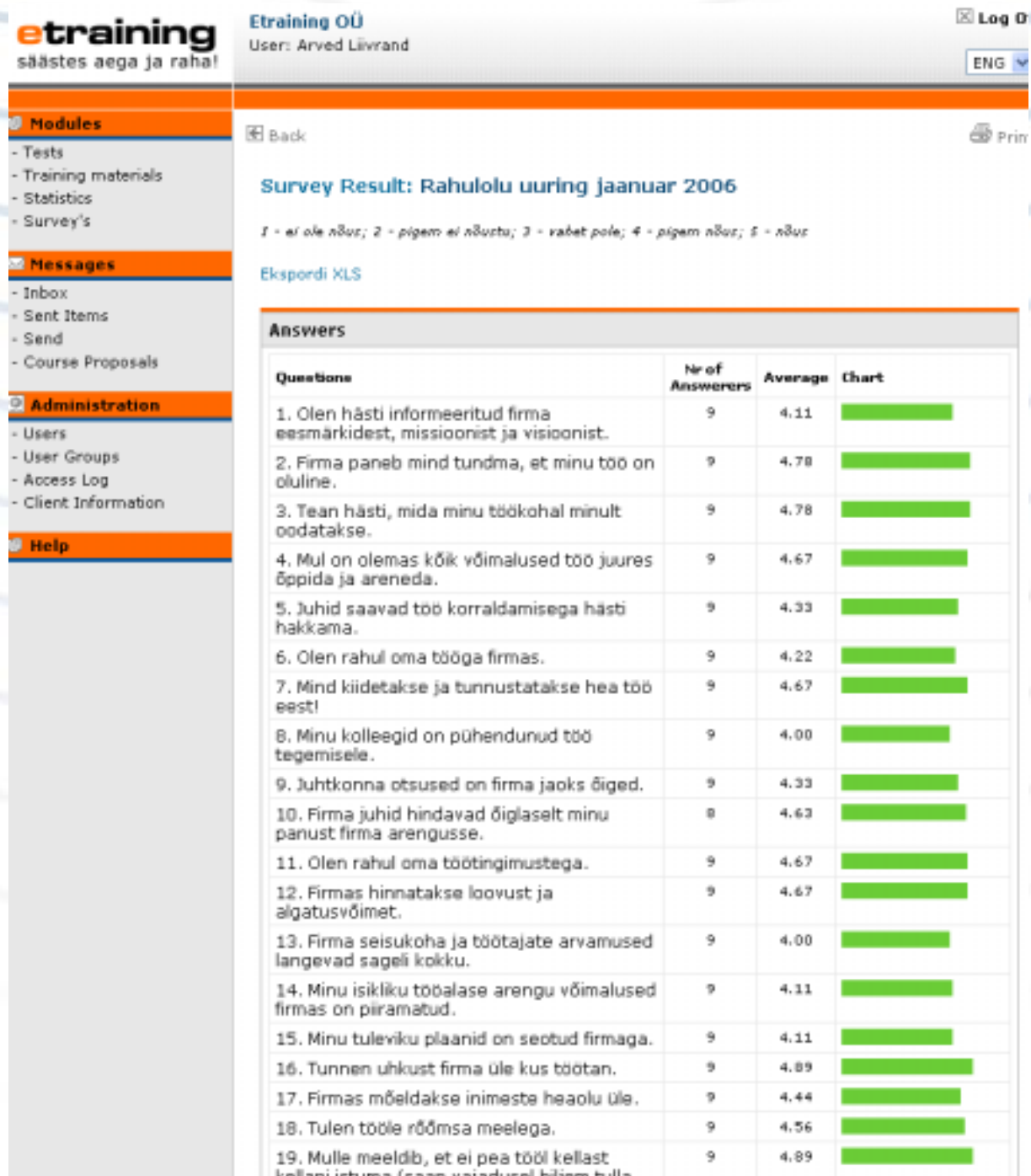
Figure 4. Statistics by tests results



3.2. Satisfaction

We have not received any negative feedback associated with the use of e-learning solution in employee training. Employees like the simplicity of the learning cycle. They can “upgrade” themselves to higher level by using the same products they offer to the clients.

Figure 5. Employee job satisfaction survey January 2006



4. Challenges and barriers

4.1. Technical issues

A small company like eTraining lacks sufficient resources to produce interactive training content for internal use (on-job training). All the learning content in LMS still comprises only old-fashioned presentations or text files. The advanced part is related with testing and surveys. Experience with interactive PC training content show that employees love interactive multimedia solutions. All managerial training content should be presented in multimedia formats.

4.2. Organizational issues

We have not seen any reluctance, as it is a small organization with employee-friendly organizational culture.

5. Success factors

The main success factors are motivated employees and management support.

6. E-learning investments, developmental costs and operational costs

As mentions earlier, all the e-learning content and tests were developed as a main product of the company. Therefore, information on the investments and production costs is not public.

Operational costs

Running costs amount to about 500 EEK per month for web hosting + 4-5 hours of manager input.