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Convert Client Training to eLearning

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Philadelphia, Pa.

Project Summary

Project Name: Convert Client Training to eLearning

Organization: eBay Enterprise Inc. (EE)

Focus Area: Converting existing software training for clients from instructor-led to an online eLearning course that is accessible to clients at any time.

Date: August 31, 2014

Prepared By: Kevin Clark

Project Purpose

The purpose of the project is to utilize eLearning technology to better train eBay Enterprise clients, while at the same time reducing training costs and improving client satisfaction.

Executive Summary

eBay Enterprise Inc. (EE) provides end to end e-Commerce solutions for large clients such as Toys R Us, Sony, Ralph Lauren, and Dick's Sporting Goods. EE must train their clients how to use proprietary software to manage their website. To date this training has been 100% instructor-led. An eLearning experience will improve client education and reduce costs for EE and its clients alike.

Scope

The final deliverable for this project is a single eLearning course made up of several smaller modules that focus on the EE Manager software application. The course will be accessible to clients via the EE LMS 24 hours a day. The course will be created using Articulate Storyline and will include interactive video as well as audio for each module. Each of the modules will have assessments to gauge the learner's knowledge of a given topic. Signatures will be required by the project manager and SME before each module is considered complete. Once all modules have been signed off on, a final course approval will need to be obtained from the Project Manager and SME before the project is considered complete.

Product Description

1. Course Title, Organization and Description

    - "EE Manager" eLearning Course
    - eBay Enterprise Inc.
    - Course Description— this course is an eLearning education course for business users of EE clients who use the "EE Manager" software application to maintain their websites. This course covers the day to day tasks business users must perform to optimize the performance of their website and to correct any issues with their site. The eLearning module is easy to use and accessible to business users 24/7 to accommodate their busy and varying schedules. The eLearning module breaks down and simplifies complex tasks and confusing terminology in a manner that can be absorbed and reviewed easily by learners. Interactive software simulations are used throughout the instruction, giving the learners the ability to both observe and practice common daily tasks in a realistic but safe environment. In essence, they receive real world practice without any ramifications to their website if errors are made. Interactive slides are used throughout the instruction to reinforce the concepts being taught. In addition, each module of the course contains an assessment at the end to gauge the learner's knowledge. Learners must be able to pass the assessment before the module is considered complete. Learners are also able to download related documents and job aids to assist in the retention of the material and provide a quick reference while performing tasks in the real world. The course is divided into smaller units, which allows flexibility in case a learner only needs training in a specific area of EE Manager.
    - Scope—the course will cover:
        - Common Storefront Editing Concepts and Terminology
        - Uploading New Images
        - Scheduling Images to Go Live

2. Overall Goal:
   The overall goal for learners completing this course is to be able to perform common business user tasks required to run their website on a daily basis.

3. Course Objectives:
   By completing this course, new business users will be able to:

   - Define key terminology used throughout the "EE Manager" software application
   - Demonstrate the ability to upload images into "EE Manager"
   - Demonstrate the ability to schedule images to go live in "EE Manager"

4. Assessment Evaluation Approach:
   The intent of this course is to help business users perform tasks required to maintain their website for optimal performance. In order to measure the effectiveness of the course, the following assessments will be conducted.

   - Level 1 Assessment – an electronic survey link at the end of the course which contains questions to measure the learner's reaction to the course itself.
   - Level 2 Assessment – At the end of each module, learners will be asked to either complete interactive quiz questions, or perform a graded software simulation where they must click in the correct spots. Learners will be required to obtain a passing score before the module is considered to be complete.
   - Level 3 Assessment – 90 days after training is complete an electronic survey will be sent to learners which contains questions to measure the impact that training has had on their daily jobs. In addition, a select group of client EE Manager power-users and people managers will be identified and interviewed to assess the impact of training.
   - Level 4 Assessment – 1 year after the training has been implemented, a cost analysis will be performed to determine the business impact of the training. Areas to be analyzed include but are not limited to training expenses, travel expenses, customer satisfaction, and volume of client support tickets.

Learning Outcomes

Knowledge Level – Given an eLearning instructional module, learners will demonstrate the ability to define key terminology by responding correctly to 80% of the terms presented. The assessment includes multiple choice, matching, and True/False questions. The learner will have two chances to complete the assessment correctly before having to re-take the entire module.

Knowledge Level – Given an eLearning instructional module, learners will demonstrate the ability to manage content and images in EE Manager by responding correctly to 80% of the scenarios presented in a software simulation. The assessment requires the learner to click in the correct spot. The learner will have two chances to click correctly before moving to the next step.

Cost Benefit Analysis

The benefit of this course is that it will allow client business users to perform their jobs better, with fewer calls to EE support, and with reduced training and travel costs.

Historically, clients would attend a single instructor-led training and did not have adequate resources to review or practice what they had learned in training. Therefore clients would have to make many calls and open up many support tickets for tasks they should have been able to complete themselves. This wasted a lot of time and unnecessarily drained EE resources. When clients had new hires, they would have to wait for the next available training and then send their student to EE or pay to have EE come onsite. Or for new clients, EE would send a trainer onsite at their location for a week-long training. Either way this required training and travel costs. New hires also were not effective at their jobs until they received the training, so clients were losing a lot of productivity until their employee could be trained. With eLearning there will be no delay in training.

By implementing a comprehensive eLearning program, business users will be able to practice and review course content at their own convenience 24 hours a day and will not have to wait for the next available training. This enables them to be productive more quickly after being hired. eLearning also eliminates travel costs. There will be a cost to develop and maintain the eLearning content, but EE can utilize its existing LMS to host the content and existing software to produce the content. Over the long run, the costs savings will greatly outweigh the expenses.

Cost Comparison

Face to face classes

Trainer hours 40 x $125 = $5,000

Travel costs = $2,000 average

Clients needing training per year= 30

Total = 30 x $7,000 = $210,000

eLearning classes

Development Hours 640 x 125 = $80,000

LMS Admin and Maintenance per year = $20,000

Total = $100,000

The training and travel savings to eBay Enterprise and its clients in the first year is $110,000. Each additional year will see $190,000 in savings to eBay Enterprise and its clients.

Cost of new online training faculties $200,000 depreciated over 5 years (straight line), $40,000 a year…savings in year one…..$80,000 over 5 years…..$400,000

Project Team:

Kevin Clark	Team Leader/Project Manager SME Kevin will lead the team and act as the Project Manager. Kevin is an eLearning developer and will share the workload in developing the eLearning content. He also used to conduct face to face EE Manager training.	484-868-3237 kevclark@ebay.com
Julie Ingalls	EE Manager SME Julie is the Product Manager for the EE Manger software application and has extensive knowledge of how the tool is supposed to work. She has a team of developers to provide technical input.	610-491-7010 jingalls@ebay.com
Anja Peyfuss	eLearning Content Specialist Anja has experience with Articulate Storyline and will help develop eLearning content	610-491-7005 apeyfuss@ebay.com
Joan Sikora	Technical Trainer Joan is a current instructor led trainer for EE Manager and will provide valuable insight and technical expertise to each of the modules. She will also help develop eLearning content.	610-491-7564 jsikora@ebay.com
Patricia McFadden	Technical Trainer Patty is a current instructor led trainer for EE Manager and will provide valuable insight and technical expertise to each of the modules. She will also help develop eLearning content.	610-491-7985 pmcfadden@ebay.com

CHECKLIST FOR SUBJECT MATTER (CONTENT) EXPERTS

Kevin Clark	Team Leader/Project Manager Kevin will lead the team and act as the Project Manager. Kevin is an eLearning developer and will share the workload in developing the eLearning content. He also used to conduct face to face EE Manager training.	484-868-3237 kevclark@ebay.com
Julie Ingalls	EE Manager SME Julie is the Product Manager for the EE Manger software application and has extensive knowledge of how the tool is supposed to work. She has a team of developers to provide technical input.	610-491-7010 jingalls@ebay.com
Joan Sikora	Technical Trainer SME Joan is a current instructor led trainer for EE Manager and will provide valuable insight and technical expertise to each of the modules. She will also help develop eLearning content.	610-491-7564 jsikora@ebay.com
Patricia McFadden	Technical TrainerSME Patty is a current instructor led trainer for EE Manager and will provide valuable insight and technical expertise to each of the modules. She will also help develop eLearning content.	610-491-7985 pmcfadden@ebay.com

The most effective way to provide instructional designers with content for an elearning project is to think about it as a lesson you wish to teach. Do not worry about how you are going to teach it, just think about the subject and what is important for them to know.

1. Outline of what content is important and in what order it might be presented.

    A. Clients need to know how to update the images and marketing content on their web sites. First, they will need a basic understanding of key terminology. Second, they need to know how to upload images into EE Manager application. Once the images are uploaded, they must be able to create a component so that image displays in a specific spot on the web site. Then, they must schedule a start and end date to determine how long that image should remain viewable on the website.

2. List any prerequisites, knowledge or understandings or skills.

    A. There are no pre-requisites required. It is recommended that students have experience performing content management tasks for websites and a basic computer skill set. No programming languages are required.

3. For the major points list examples and non examples that help to clarify the points.

    To illustrate the major points, existing eBay Enterprise training materials for EE Manager, including user guides and PowerPoint slides, will be collected. Within those materials there are examples and non-examples that will help to clarify the points that are provided during the eLearning. These will also be available for download during the eLearning.

4. Prepare a list of case examples or real life activities that might help the learners get the main points.

    A. An image is displaying on the web site that is incorrect and management says they need it changed right away. It is costing the company money. You need to be able to upload a new image and have it display on the web site within 30 minutes.

    B. A new Halloween marketing campaign is starting next month. New images need to be displayed throughout the web site. You must be able to upload images and schedule them to appear in October, while also making sure the current images are removed.

5. Supply any tests or assessments you currently use.

    A. In the current instructor led class, users must complete a final independent activity which presents them with a realistic scenario that forces them to use the tasks that were taught during class. They must be able to upload new images and have them display in a certain spot on

the web site. The eLearning modules will contain a similar scenario where users are forced to click in the correct spot during a software simulation.

6. Supply any narration or text items that might help.

    A. The current EE Manager User Guide will be used as a supplemental resource that can be downloaded via the eLearning course. There will also be job aids that can be downloaded which are specific to each module.

7. Describe any behaviors you want the learners to be able to demonstrate

    A. During the eLearning module, users will need to be able to define key terminology and concepts.

    B. Learners must also be able to upload an image into EE Manager and display that image in a specific location for a defined period of time.

8. Describe any concepts do you need the learners to understand

    A. There is a hierarchy concept of a Page, a Page Template, and a Page Variant that needs to be understood. Learners need to understand how each one of these terms relates to the other. Even though they sound similar, their functionality is distinct.

    B. Learners must understand how to schedule new images to appear, while at the same time making current images disappear. Otherwise there is a potential that both images will display at the same time and cause an unpleasant experience for the consumer

9. List any terms or vocabulary that needs to be understood. The following terms will be defined in detail during the eLearning course. A reference guide with definitions will also be supplied.

    A. Page-

    B. Page Template

    C. Page Variant

    D. Slot

    E. Placeholder

    F. Component

10. Are there any other sources (people, web sites, consultants) that might be helpful?

    A. EE Manager is a proprietary application so there are no outside sources that will be helpful.

11. Go back to your outline and write down any key points you would tell our class if you were teaching this face to face. Write it like you were talking to the class. Do not worry about formatting.

    A. Images on the web site are something that constantly needs updating and needs to be done in a timely manner.

    B. Having incorrect images on the web site can lead to a decrease in revenue.

12. If there are any specific assessment needs include those.

    A. Users must be able to upload an image

    B. Users must be able to display an image in a certain spot on the web site.

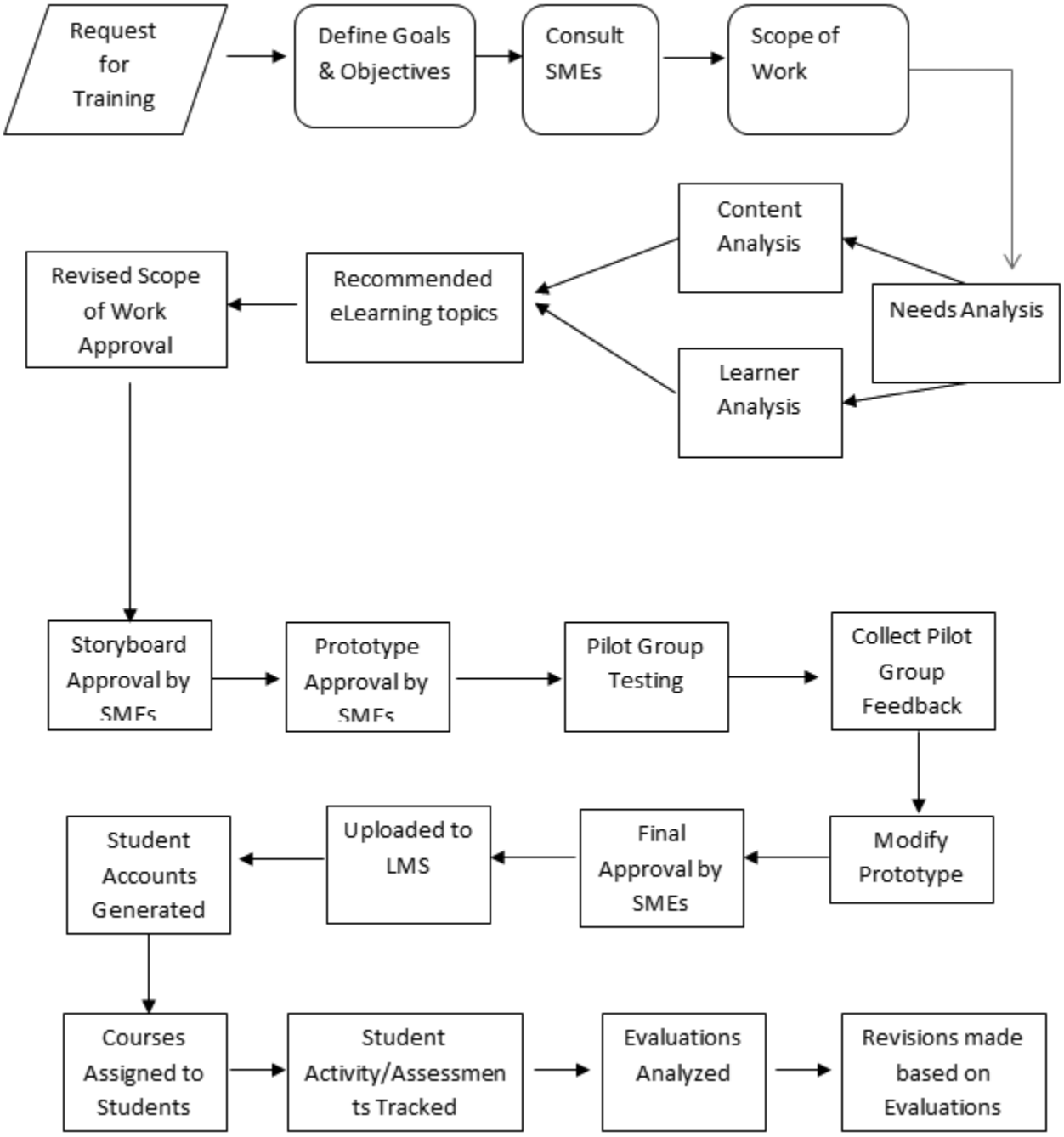
    C. Users must be able to schedule the image to appear for a defined period of time.

Summary

I think the SME checklist went very well the SMEs. They all understood the importance of the project and the potential improvement it could bring to eBay Enterprise. They are all committed to providing the necessary content to make sure the training initiative is a success. Based on the feedback and answers that I got, I think I am in good shape to develop effective eLearning.

While I don't think that access to SMEs will be an issue, I think there needs to be a contingency plan. So I have identified a few backup SMEs in case the current SMEs are not available. The backup SMEs include developers under Julie Ingalls team. They have a deep understanding of the software and can provide valuable information.

PROJECT FLOW CHART



LETTER OF INTENT CONTRACT

September 12, 2014

Kevin Clark

821 Kings Croft

Cherry Hill, NJ 08034

eBay Enterprise, Inc.

630 Allendale Road

King of Prussia PA 19043

Letter of Intent for: **eBay Enterprise Inc. – Convert Client Training to eLearning**

Dear eBay Enterprise Inc.,

This letter sets forth the terms of your agreement with the Technology Training Team (hereafter "Training Team") for Training to perform services and/or create materials in connection with (the "Work") for you (hereafter the "Client"), your grantees and licensees.

1. **Materials.** In order to facilitate completion of the Work, the Client agrees to provide the following materials (the "Materials") for inclusion in the Work:

    - Access to SMEs (Product Manager Julie Ingalls, Product Developers, Current Trainers)

    - Current documentation, job aids and PowerPoint slides used in face to face training.

2. **Provision of the Materials**. You agree to deliver the Materials to the Training Team according to the following schedule:

    A. Needs Analysis, September 21, 2014 – September 28, 2014

    B. General Development: September 28, 2014 through December 8, 2014

Time is of the essence in connection with supplying such Material to the Training Team. Failing to provide the Materials to the Training Team in compliance with the specified due dates may incur additional charges to the Client. Should you miss a due date, the Training Team will notify you in writing of such additional charges. Any additional charges would be reflected in the final invoice and your signature below shall serve as your agreement to pay such charges. In addition, failure to deliver the Materials by a specified due date may necessitate changing a corresponding delivery date (see **Delivery** below). The Training Team would notify the Client in writing if such a change in delivery date were necessary as a result of missing a due date for the Materials. If, after missing a due date for delivery of the Materials and receiving written notice of a change in the subsequent delivery date, the Client wished to terminate this agreement, the Client could do so by using the procedure detailed below (see Termination). The Client would, however, be liable for expenses and services as detailed under that procedure.

3. **Delivery.** The Training Team agrees to deliver the Work to the Client according to the following schedule:

4. **Compensation.** The Client agrees to pay the Training Team the sum of $ 0.

   The Work shall be considered complete when the Training Team delivers the materials specified under **Delivery** above by the designated due date.

Project Stage	Responsible Party	Target Date
Needs Analysis	Training Team	September 21, 2014
Creation and Approval of Course Objectives	Training Team, eBay Enterprise	September 28, 2014
Storyboard Creation	Training Team	October 19, 2014
Storyboard Approval	eBay Enterprise, Inc.	October 22, 2014
eLearning Prototype	Training Team	November 10, 2014
Prototype Approval	eBay Enterprise, Inc.	November 17,2014
Final eLearning Modules	Training Team	December 8, 2014

5. **Future Rights/Royalties.**

   All work and related content are the intellectual property of eBay Enterprise, Inc.

6. **Advertising/Promotion.** The Client authorizes the Training Team to make reference to the Work in promoting its efforts and performance and to cite the Work in its advertising and promotions.

7. **Confidentiality**. Except as notes below under exceptions, the Training Team agrees to treat all information provided by you in connection with this Letter Agreement and the Work, as proprietary and confidential, whether or not so identified, and shall not disclose the whole, or any part thereof, to any third parties, without your prior written consent. **Exceptions:** In advancing the further development of the present product or the development of subsequent products directly based upon this work, the Training Team may share with those it deems appropriate details of the Work or demonstrations of the product. the Training Team shall make every effort to protect the Work from potential competitors.

8. **Editing/Approvals/Changes.** The Training Team recognizes the importance of accuracy in the Work. The Client will be provided two opportunities to approve the content of the Work. The first of these will be considered to have been completed when you provide the Materials to the Training Team (see **Materials** and **Provision of Materials** above). You will have one additional opportunity to make minor editorial changes in the content for each module: when you receive the alpha version of a module. The deadline for submitting any such minor editorial changes for a module shall be 3 business days from the delivery of the alpha version of that module (see **Delivery** above). Changes shall be deemed to be "minor editorial changes" if they do not exceed 5% of the content (as determined by the Training Team).

   The Client will incur additional charges if you request changes that exceed 5% of the content or if you request changes after the specified second date for changes. The Training Team will notify you in writing of such additional charges. These additional charges will be reflected in the final invoice and your signature below shall serve as your agreement to such charges. The Training Team shall be responsible for correcting any inaccuracies or errors introduced by its staff and such corrections shall not count towards any calculation of additional charges. Changes above and beyond the 5% level or changes after the specified date may also cause the Training Team to modify the delivery dates specified. If such a modification of delivery dates is required the Training Team will notify you in writing.

9. **Termination.** The Client may terminate this agreement by providing the Training Team with a letter stating the reason for such termination. The Client shall be liable for all expenses and services incurred by the Training Team to the point at which the Training Team receives that letter, not to exceed the total amount of this agreement ($0,00). If the Client fails to deliver the Materials by the due dates specified above, the Training Team may terminate this agreement by providing the Client with a letter stating that cause. The Client agrees to be liable for all expenses and services incurred by the Training Team to the point at which the Training Team sends that letter, not to exceed the total amount of this agreement ($0.00).

10. **Copyright and Use Restrictions.** You attest that any Materials supplies to the Training Team, regardless of medium, shall be free of copyright or trademark infringement and that the Training Team shall not, therefore, be held liable for any such infringement or violation, should such be subsequently discovered. In turn, the Training Team attests that any materials it supplies in completion of the Work shall similarly be free of copyright or trademark infringement and that the Client shall not, therefore, be held liable for any such infringement or violation, should it be subsequently discovered. If any materials provided by the Training Team shall have restrictions on use, the Training Team shall inform the Client in writing of such restrictions and shall document how they may be used.

11. **Warranties and Representations, Indemnity.** You warrant and represent that you have full right and power to enter into this Agreement; that you have rights to the Materials and that all necessary permissions and releases have been obtained by you prior to the use of those Materials; and that the Materials will not contain any libelous or otherwise unlawful material or violate any copyright or personal or proprietary right of any person or entity. You will defend any claim of breach of warranty and, if it is determined that you breached the warranties set forth herein, you will indemnify the Training Team for any loss it may suffer as a result of such a breach. You acknowledge that the warranties and representations herein shall survive the termination of this agreement.

12. **Miscellaneous.** This Agreement sets forth the entire agreement and understanding between you and the Training Team, and supersedes any prior agreements or understanding, whether oral or in writing. This Agreement and the rights and obligations of the parties shall be governed and construed under the laws of the State of Pennsylvania as if executed and fully performed therein. You may not assign or delegate your duties hereunder and any such purported assignment shall be void.

NEEDS ANALYSIS REPORT

Introduction

eBay Inc. is a technology company which consists of three distinct business divisions. eBay Marketplaces which runs the eBay.com website, PayPal which does online payments, and eBay Enterprise (EE) which provides end to end e-Commerce solutions for large clients such as Toys R Us, Sony, Ralph Lauren, and Dick's Sporting Goods. This needs analysis is centered around the eBay Enterprise business division. Clients can hire eBay Enterprise to develop and host their e Commerce website, while still allowing clients to update the images on the site themselves. eBay Enterprise can also be hired to take care of processing all of the orders from the web site and send those orders to the appropriate warehouse to make sure everything is shipped to consumers in a timely manner. If a client does not have their own warehouse, the can hire eBay Enterprise to do all of the fulfillment and shipping on behalf of the customer. Clients can also hire EE to do all their customer service and process returns. So depending on the clients' needs, eBay Enterprise can provide a full end to end eCommerce solution, so that clients can have an online presence from which to sell goods.

eBay Enterprise has developed their own proprietary software called EE Manager which allows client employees to make updates to the images on their web site. The Technology Training Department of eBay Enterprise is responsible for training clients how to use this software. The Technology Training group consists of 3 trainers who provide instructor led classes and one eLearning developer. The trainers often travel around the country to the client sites in order to perform training. It is very important for EE that clients know how to use the software to optimize their website, because EE receives a percentage of sales from clients. So the more revenue that the client generates the more EE makes. Therefore EE has a vested interest in seeing clients succeed.

Background

EE must train clients how to use the EE proprietary software called EE Manager to run their website in order to perform functions such as changing the images that display on the website. To date, this training has been 100% instructor-led. During the instructor led class, students each have a computer from which to perform hands on exercises. The trainers lead the students through a series of exercises that simulate real world scenarios. A training environment is used that mimics their actual environment. Students are given exercise guides which contain steps to perform important tasks, but there is not context in the guides, just the actual steps. There is also a lot of information that is covered using PowerPoint slides during class. This slide deck is passed out to students before class.

The current instructor let training works well in the fact that it provides students with the ability to try things for themselves hands-on in a training environment. There is also a well thought out structure to the course which covers all of the topics that business users really need to know to perform their jobs. A lot of analysis has been performed to make sure this is the case.

The downside to the current training is that in post-class surveys, clients have complained about being overwhelmed with information during the instructor led class and not being able to remember what they were taught once they got back to their desks. They have the training materials that were handed out during class but they really want a place to be able to practice more, instead of just reading through the material. Students have also complained about not having the ability to go back and review information or practice skills that were presented during the class. This has led to an influx of support calls for issues which clients should be able to resolve themselves.

Another negative is that when clients have new hires that need training, they must incur the costs of sending those employees to EE for training, or pay for an EE trainer to come to their site. Since clients are spread out across the country, this is expensive. EE also offers a onetime free training to new clients, where EE incurs training and travel expenses. EE Management wants to alter the training approach to reduce costs, while at the same time improving the education that the client receives, thus making clients more productive.

Purpose

The purpose of the Needs Analysis is to determine if client training can be improved so that they are not overwhelmed and have a place to review and practice their skills. The needs analysis will also look to identify ways to reduce current training and travel costs for EE and its clients alike. The following is a cost benefit analysis that was performed for training.

Performance Needs Identified

Client business users must be proficient in updating the images on their website in a timely manner. Failure to update images used for things such as an advertisement for a promotion on the site, can cost the company a substantial amount of revenue. Consumers won't know about the promotion if the advertising image isn't there. They don't want to have an image that advertises a promotion that no longer exists. This can lead to angry customers. In order to be proficient in updating images on the website, they must have a solid understanding of how to use the EE Manager software. Within 1 hour, business users must be able to take images that they have created and upload them into the EE Manager software. Once uploaded into the EE Manager software, business users must be able to make those images appear in a certain spot on the website and must also be able to schedule the image to only appear for a defined period of time.

Limitations

There are a myriad of different scenarios and business cases that can occur in the real world. It is not possible to cover every single scenario during class, so trainers must try to choose scenarios that are common and realistic for every client. Another limitation is that each client has a different business model and often operates in different industries. Some clients sell apparel while others may sell toys or electronics. So the business models and scenarios can vary a lot between the different industries. Yet another limitation is the fact that many clients have added customization to their website, which means they use the EE Manager software in different ways. It is very difficult for trainers to keep up with all of the customizations that clients may have, and develop appropriate customized training. These limitations

There are also some limitations with eLearning itself. Students are not able to ask questions in real time. So they cannot get immediate answers to the questions they want to ask. Since each client website is slightly different, it is possible that students will have specific questions about their site, instead of the EE Manager software in general. An email address will be provided in the eLearning so that students may ask specific questions.

Process

The needs analysis has been performed after an analysis of data collected using the following techniques:

- Interviews with EE Manager trainers and SMEs
- Surveys that were filled out by clients immediately after taking the face to face class
- 60 day post training surveys and interviews conducted with clients who had taken the class
- Reports which show the number of support tickets submitted that could have been resolved by the client. These are classified as training issues.
- Training Budget reports
- Client paid invoices

Questions

The following are pertinent questions that were used to gather data for the training.

For EE Manager SMEs

- What tasks must business users be able to perform in order to do their jobs effectively?
- If an eLearning class is developed, what tasks require hands on practice?
- List the correct steps to perform those tasks.
- What terminology must users be able to define upon completing training?
- Are there areas of the training that you feel need to be improved?

For Client Business Users who have previously taken the face to face training.

- Did you find the EE Manager face to face training valuable?
- What are the most important skills you need to know in order to perform your job effectively?
- What parts of the face to face training did you find most valuable?
- Is there anything that was not covered in the face to face training that you think should be?
- Would you be opposed to an eLearning module instead of a face to face training?
- If an eLearning module was created, do you think you would retake the course in order to review material and practice tasks?
- How many images are you updating on a typical day?

- When are you typically performing these updates?

For EE and client People Managers

- How much money was spent on training and travel costs in the last 2-3 years?
- How soon after an employee is hired would you like them to be trained on the EE Manager software?
- What are the typical business hours of your employees?

For EE Client Support Team

- How many tickets were created in the last 1-2 years that could have been resolved by the client with better training?
- What is the average time spent on tickets classified as training issues?

Review of Existing Training Material

Existing training materials and exercises were reviewed to get a sense of the topics covered and the hands-on exercises that users were performing during the face to face class. The course is well structured and can be mimicked in the eLearning curriculum. The current topics covered do a good job of suiting the client's needs. Many of the classroom exercises can also be used in eLearning modules. Software simulations can be created to simulate what users typically do in the instructor led class. There are also a lot of PowerPoint slides that can be re-purposed in the eLearning modules, instead of having to create all new content from scratch.

Audience Characteristics

The audience consists of employees of clients who are college educated business users and have typically worked in the eCommerce industry for at least 3-5 years. About 60% of the business users are male and 40% female. Their primary job function is to update their websites with many new images on a daily basis in a high paced environment. In order to do this, they must sometimes work off hours or follow a non-traditional work schedule, instead of a 9-5 job. They are technologically savvy and have above average computer skills. The clients are spread out across the 48 contiguous states. The typical age range of the business users is 30-45 years old. They come from a variety of ethnic backgrounds. For most business users English is their first language. But even the others speak very good English. They are also typically excited and self-motivated to learn during training. These business users know that their job depends on their ability to use the software to update the websites. They are in high profile positions because management is constantly looking at the website. They are under a lot of pressure to make sure that everything is showing on the website as management wants. This pressure causes them to be highly motivated during training because they know they must use the software to update the website and make management happy.

Results

Based on the analysis conducted it was clear that instituting an eLearning module for EE Manager training would add value to improving client training and job performance. It was also evident that eLearning would greatly reduce the costs of training and travel for both clients and eBay Enterprise.

This was evident based on the following findings:

1. Business users consistently pointed out that they did not have a sufficient place to review and practice what they learned during class. They do not want to practice in the real system because they could cause issues with their live website which could cause a decrease in revenue or cause the site to go down.
2. Business users are very comfortable with using technology and therefore would not be opposed to eLearning. It also would give them much desired flexibility to accommodate their hectic work schedules.
3. Client People Managers consistently identified that they needed their employees to be trained sooner after they were hired and couldn't wait for the next scheduled training to be coordinated. They were losing a lot of much needed productivity from their employees.
4. Each client spent an average of $7,000-$15,000 per year over the last 3 years. This cost would be greatly reduced if eLearning were implemented.

Recommendations

Design an e-learning course for newly hired client business users to train them how to manage the images on their website via EE Manager. The content should closely mirror the current face to face training. The course will contain software simulations to give clients the ability to practice skills in a safe simulated environment at any time. The eLearning course should be hosted in the eBay Enterprise LMS which already has enough capacity and available licenses to accommodate client training needs. The course will be broken down into three separate modules ranging from 10 to 20 minutes in length.

Module 1 Key Concepts and Terminology:

1. Review key concepts about EE Manager that business users will need to know to navigate the tool efficiently.
2. Define key terms that business users will need to know.

Module 2: Uploading Images into EE Manager

1. Discuss when and why images need to be uploaded into EE Manager.
2. Demonstrate how to properly upload images.

Module 3: Getting uploaded images to display on the website.

1. Identify a component that will use the previously uploaded image.

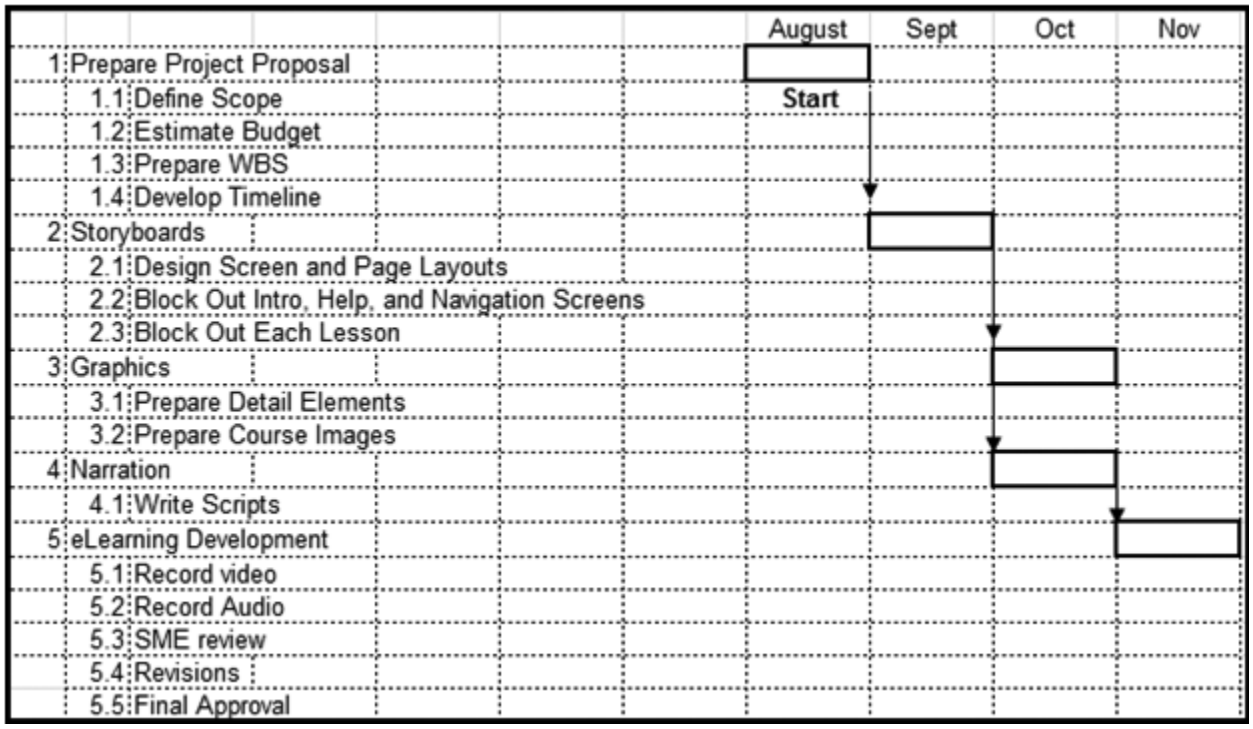
2. Determine where that component will display on the website.

Each module should contain a graded assessment that users must pass before being allowed to use EE Manager in their production environment. The assessment for the first module will consist of True/False, multiple choice and matching questions. The second and third modules will contain graded software simulations.

ID CHECKLIST

	Start Date	End Date	Sign Off	Notes
Need Analysis	9/15/14	9/28/14	X	Submitted draft to Dr. Baggio
Performance Analysis	9/15/14	9/17/14	X	Listed as part of the needs analysis
Goal Analysis	9/18/14	9/19/14	X	Listed as part of the needs analysis
Task Analysis	9/20/14	9/22/14	X	Listed as part of the needs analysis
Target Audience Analysis	9/23/14	9/24/14	X	The target audience is client business users who maintain the images on their website.
Outcomes Analysis	9/8/14	9/14/14	X	Listed as part of the project summary
Are Objectives stated clearly and in performance terms	9/25/14	9/25/14	X	Listed as part of the project summary and needs analysis
Do Skill Hierarchies exist for each objective?	9/26/14	9/26/14	X	Listed as part of the needs analysis
Are course prerequisites defined?	N/A	N/A	N/A	
Implementation Strategy Defined	9/27/14	9/28/14	X	Listed as part of the needs analysis and WBS
Course Materials	9/29/14	12/1/14		Under development

WORK BREAKDOWN STRUCTURE DEPENDENCIES



PROOF-OF-CONCEPT

1. Abstract

   The purpose of the this document is to describe why the Training Department at eBay Enterprise believes that converting the existing EE Manager software training from instructor led to an eLearning course will be successful in educating clients how to maintain and update the images on their website.

2. Learner Characteristics

Item	Learner Characteristics
Age*	The typical age range of the business users is 30-45 years old.
Educational level	Most have Bachelor's degrees and some Masters degrees.
Computer skill level	They are technologically savvy and have above average computer skills.
Motivation	They are also typically excited and self-motivated to learn during training. These business users know that their job depends on their ability to use the software to update the websites. They are in high profile positions because management is constantly looking at the website. They are under a lot of pressure to make sure that everything is showing on the website as management wants. This pressure causes them to be highly motivated during training because they know they must use the software to update the website and make management happy.
Prerequisite knowledge	While no prerequisite knowledge is required, it is recommended that students have basic concept of how to use a content management system to update websites.
Prerequisite skills	While no prerequisite skills are required, it is recommended that students have basic computer skills.
Access to computers and Internet	All courses will be accessed through the eBay Enterprise LMS. Students will need a computer and internet access to be able to take the course. This should not be an issue since all students are given a work laptop by their employer.
Time availability	Access to the LMS and eLearning courses are available 24 hours a day, 7 days a week.
Gender	Approximately 60% male and 40% female.
Industry Experience	Students have typically worked in the eCommerce industry for at least 3-5 years.

Other issues:

A. Need to allow for physical disabilities? No.

B. More than one language required? Not at this time.

* The reason for asking about age is that people of different ages have varying characteristics that may affect learning, such as attention span, time since last formal learning experience, attitude towards computers, and so on. Many organizations will be reluctant to disclose age information. In these cases, you may be able to get summary data.

3. Constraints

Use the "Constraints" document below or one of your own design to describe the important constraints under which the final project will be developed.

Constraints: Hardware

Computers: PC and MAC	Details and comments
RAM:	
Monitor resolution:	800 x 600 minimum
Sound Card:	Required.
Network:	Internet access required.
Processor:	600 MHz minimum requirement (Pentium III)
Hard Drive capacity:	None- content hosted on LMS
CD-ROM:	Not required
Modem speed:	High-speed internet
Browser	

Constraints: Software

Computers: PC and MAC	
Operating system, including release number:	Windows XP or higher, MAC OS 1 or higher
Browser, including version number:	It is recommended that students use Internet Explorer version 8 or newer. Safari 2.0 or higher, Chrome and Firefox 20 or higher
Network:	No network access is required, just internet access
Authoring system required:	N/A The course will use Articulate to be developed and can be accesses with any browser listed above
Testing system required:	Any browser listed above can be used for testing.

Constraints: Timelines.

Final deadline:	December 1, 2014
Intermediate deadlines: (List all deadlines here, for both client and developer.)	
Deadline 1: September 28, 2014	Delivery of Needs Analysis
Deadline 2: September 30, 2014	Review and approval of Learning Objectives
Deadline 3: October 15, 2014	Complete Storyboards and Scripts
Deadline 4: October 22, 2014	Approval of Storyboard and Scripts
Deadline 5: November 10, 2014	Draft of eLearning submitted to SMEs
Deadline 6: November 17, 2014	Deadline for feedback from SMEs
Deadline 7:November 28, 2014	Completion of edits
Deadline 8: December 1, 2014	Final SME approval

Constraints: Client Responsibilities.

Primary contact persons	
Project coordination:	Kevin Clark
Subject-matter: (Name SME contacts, availability, and any other constraints.)	Julie Ingalls, Patricia McFadden, Joan Sikora
Assets: (Such as video, audio, artwork).	Kevin Clark, Anja Peyfuss
Technical: (Hardware, networks, Web master).	eBay Enterprise Help Desk
Billing:	N/A
Required actions:	
Providing materials: (Scripts, assets, etc. Include persons responsible for doing and for sign-off.)	
Item 1: Creation of Scripts	Kevin Clark, Anja Peyfuss
Item 2: Approval of Scripts	Julie Ingalls, Patricia McFadden, Joan Sikora
Item 3: Development of eLearning modules	Kevin Clark, Anja Peyfuss
Item 4: Final sign-off of eLearning modules	Julie Ingalls, Patricia McFadden, Joan Sikora
Required reviews and turn-around: (Include persons responsible for doing and for sign-off.)	
Review 1: Approval of Objectives	3 days, Julie Ingalls, Patricia McFadden, Joan Sikora
Review 2: Approval of Scripts	7 days, Julie Ingalls, Patricia McFadden, Joan Sikora
Review 3: Review of eLearning Modules	7 days, Julie Ingalls, Patricia McFadden, Joan Sikora
Review 4: Final Approval	1 Day, Julie Ingalls, Patricia McFadden, Joan Sikora
Invoice payments:	N/A
Payment 1:	
Payment 2:	

Constraints: Developer Responsibilities.

Primary contact persons	
Project management:	Kevin Clark
Billing:	N/A
Design:	Kevin Clark, Anja Peyfuss
Content:	Kevin Clark, Anja Peyfuss
Graphics and other assets:	Kevin Clark, Anja Peyfuss
Implementation:	Kevin Clark, Anja Peyfuss
Technical:	Kevin Clark
Required Documents	
Design:	Kevin Clark, Anja Peyfuss
Interface:	Kevin Clark, Anja Peyfuss
Script:	Kevin Clark, Anja Peyfuss
Deliverables (List all deliverables with dates.)	
Deliverable 1: September 28,2014	Needs Assessment Findings,
Deliverable 2: September 30, 2014	Learning Objectives,
Deliverable 3: October 22, 2014	Storyboards and Scripts
Deliverable 4: November 10, 2014	Drafts of eLearning Modules
Deliverable 5: December 1, 2014	Final Approval

4. Timesheet

   The purpose of this timesheet is twofold. The first is to give you practice in keeping track of how much time you devote to a project, something that many people have not done. Second, it will give you firsthand knowledge of how much time it takes to design self-paced programs.

   Each time you work on your final project, fill out the form. If you run out of space, just add some more rows.

Date	Hours	Comments on how you spent your time
9/15/14	2	Met with SMEs to discuss performance needs
9/21/14	16	Conducted Needs Assessment and created Needs Analysis Report
9/28/14	1	Met with SMEs to review learning objectives
TBD	TBD	Storyboard Module 1
TBD	TBD	Storyboard Module 2
TBD	TBD	Storyboard Module 3
TBD	TBD	Develop Module 1 in Articulate
TBD	TBD	Develop Module 2 in Articulate
TBD	TBD	Develop Module 3 in Articulate
TBD	TBD	SME Review
TBD	TBD	Edits based on SME feedback

5. Costing Document.

Content acquisition	
1. __3__ hours at $__75___ per hour = $__225____	$225.00
2. ____ hours at $_____ per hour = $_____	$
3. ____ hours at $_____ per hour = $_____	$
Total hours for Content Acquisition: _____	3
Total cost for Content Acquisition: $_____	$225.00
Scripting	
1. ___20_ hours at $_75____ per hour = $__1500____	$1500.00
2. ____ hours at $_____ per hour = $_____	$
3. ____ hours at $_____ per hour = $_____	$
Total hours for Scripting: _____	20
Total cost for Scripting: $_____	$1500.00
Screens	
1. ___30_ hours at $_75____ per hour = $_____	$2250.00
2. ____ hours at $_____ per hour = $_____	$
3. ____ hours at $_____ per hour = $_____	$
Total hours for Screens: _____	30
Total cost for Screens: $_____	$2250.00

Audio	
1. __8__ hours at $_75____ per hour = $___600___	$600
2. ____ hours at $_____ per hour = $_____	$
3. ____ hours at $_____ per hour = $_____	$
Production costs $_____	$
Talent costs $_____	$
Total hours for audio: _____	8
Total cost for audio:	$600
Data collection	
1.__12__ hours at $__75___ per hour =900 $_____	$900
2. ____ hours at $_____ per hour = $_____	$
3. ____ hours at $_____ per hour = $_____	$
Total hours for data collection: _____	12
Total cost for data collection:	$900
Project management	
1. ___6_ hours at $__75___ per hour = $_450_____	$450
2. ____ hours at $_____ per hour = $_____	$
3. ____ hours at $_____ per hour = $_____	$
Total hours for project management: _____	6
Total cost for project management:	$450

Project Summary	
Total hours:	79
Total salaries:	$ 5,925.00
Total overhead:	$
TOTAL COSTS	$5,925.00

6. Style Manual

   The official eBay Enterprise style manual will be used for official logos and company colors.

7. Brainstorming.

   Brainstorming was not necessary for this project.

8. Test Case Scenarios.

   During the test case scenarios, Kevin Clark and SMEs will check the content as well as the navigational aspects of the eLearning. They will also test the assessment to make sure the scores are being properly recorded.

9. Assumptions and Constraints.

   Testing will be performed while accessing the eBay Enterprise LMS. Users will also need to use one of the approved internet browsers. Testing will be done off-site to simulate typical users who will be accessing the LMS remotely.

10. Reporting.

    Reporting of assessments will be done through the functionality of the existing eBay Enterprise LMS.

11. Review.

    Kevin Clark will review all eLearning modules and approvals before obtaining final sign-off.

12. Executive summary.
    eBay Enterprise Inc. (EE) provides end to end e-Commerce solutions for large clients such as Toys R Us, Sony, Ralph Lauren, and Dick's Sporting Goods. EE must train their clients how to use proprietary software to manage their website. To date this training has been 100% instructor-led. An eLearning experience will improve client education and reduce costs for EE and its clients alike.

ALPHA TEST PLAN GUIDELINES

Date: 10/17/14 Version number: 1

1. Project Information

Project Title: Convert EE Manager Client Training to eLearning

Principle Investigator: eBay Enterprise Technology Training Team

2. User expectations letter and verbal review:

Thank you for agreeing to participate in the testing of our project to Convert EE Manager Client Training to eLearning. Your expertise in reviewing the information will assist us in helping to build the best solution for our client business users.

I am asking that you complete the Alpha Test of the eLearning module and provide feedback. The evaluation should take about 20 minutes. We are looking for you to do the following:

A. Review the eLearning modules to ensure that the instruction to use the module is clear and does not cause confusion.

B. Review the content and associated resources provided in the eLearning modules to make sure the information is written concisely and accurately.

C. Review the e-Learning modules to ensure the design, graphics and navigation tools work as intended. This includes all surveys and assessment information.

D. Test that you are able to locate and launch the eLearning modules successfully from the eBay Enterprise LMS.

E. Please provide your feedback using the Alpha Test Survey and return to Kevin Clark no later than 7 days after being notified.

If you are not able to make a commitment to review the information, please let me know so that I can find alternative resources.

3. Testing Environment

System	Processors	Location	Contact Person
PC	Intel	eBay Office	Kevin Clark
PC	Intel	Home Office	Kevin Clark

4. Alpha Test Participants and Users

Name and Title	Organization	Phone number and email	Purpose for using training software
Julie Ingalls	eBay	jingalls@ebay.com 610-491-7865	Subject Matter SME identifying content issues
Mary Wise	eBay	mwise@ebay.com 610-491-7443	Documentation writer, subject matter SME, identifying content clarity issues
Halle Schonherz	eBay	Hschonerz@ ebay.com 610-491-8743	New Trainer, identifying functionality issues
Mark Colantonio	eBay	mcolantonio@ebay.com 610-491-7011	Sales person, give feedback as user who has no experience
Frank Palazzo	eBay	fpalazzo@ebay.com	Developer, understands what clients need to do in software.

Alpha Test Survey

Content is:	Agree	Disagree	Comments
Relevant to the topic			
Specific & detailed			
Covers the topic			
No gender bias			
No cultural bias			
Design is:	Agree	Disagree	Comments
Appropriate for the subject			
Attractive			
Professionally presented			
Text is clear and readable			
Not cluttered			
Reinforces learning principles			
Appeals to different learning styles			
Graphics + Video + Sound:			
Reinforce the content			
Appropriate to the content			
Contain enough detail			
Quality appropriate for instruction			
Interface:			
Is intuitive/user friendly			
Is responsive to user			
User Control:			
Logical sequence			
Sound could be adjusted			
Accessibility:			
Compliance of Section 508 standard			
Scripts for all video and sound			
Technical:			
Sound and video worked			
Any technical issues that need attention:			

Implications

If the course cannot be accessed and viewed through the LMS determine the changes to made and the impact those changes will have on the project timeframe. If the content is not accurate or the eLearning module navigation aspects are not working, determine the changes that need to be made and the impact those changes will have on the project timeframe.

Special considerations

Special requirements do not exist for testing. Basic computer skills are recommended. There are no special considerations, in regards to safety, copyright, security and privacy concerns for this particular initiative.

Review

The eBay Enterprise Technology Training Team will review the information and incorporate feedback into the eLearning module.

Reporting

Those testing the information will provide feedback on all aspects of the e-Learning modules. They will verify that the module flows in a manner that makes sense and that all navigational aspects work within the module. They will also review the e-Learning assessment to make sure that the questions are appropriate and that the assessment is tracking results properly.