ONIT
MANAGEMENT CONSULTING

Onit Creates Accelerated Training Delivery Framework

1. Issue: The seller training team for a division of a large Seattle area software company delivered training at yearly intervals, corresponding with major product updates. However new cloud applications were updated more frequently, requiring more frequent seller training. Onit Partner Charlotte Franklin was engaged to assist in adapting the client's training activity processes.

2. Strategy: Little material existed from previous events, and presenters were volunteers from Marketing, R&D and Sales, with limited time to assist. Thus the strategy was to develop a repeatable training framework minimizing time required by presenters, while producing high quality re-usable content.

Analysis included studying previous events and gathering feedback from stakeholders, identifying factors contributing to positive training outcomes, and noting issues of concern to presenters. A documented process could then be created, plus supporting materials to assist presenters and the project team. The strategy also including developing a process and guidelines to re-use content across other platforms.

3. Crafting a Solution: It was known that live online training was cost-effective and recipients liked being able to ask questions in real-time. However it was difficult for presenters, forcing them to be at onsite studios for hours, often in the early mornings or late evenings. With limited rehearsals, presenters struggled with live demos while simultaneously fielding questions.

To relieve the burden on presenters, Charlotte restructured the event around pre-recorded video segments paired with live Q&A via Skype. This enabled presenters to participate from any location and reduced their live commitment to just 30-45 minutes. By removing the live demo the SMEs could focus on answering questions, reducing their stress and improving their performance. Video segments were recorded at convenient times and locations, broadening the pool of presenters and allowing for more creative presentations.

To create a repeatable execution process, Charlotte enlisted a core team of vendors including project leads for the online streaming platform and a video production house. This team agreed on timelines and metrics for each part of the process, enabling production of a standardized delivery template for what were now called the training "Blitzes". The delivery template included a project plan, roles and responsibilities, pre-production and presentation templates, presenter briefing materials and event marketing materials, as well as a designated project cadence that enabled the client Program Manager to quickly manage any internal obstacles.

4. Results:

- Planning and production time cut from 3-4 months per event to 30 days.
- Event cadence became predictable for presenters and trainees, improving participation rate.
- Measurement of event results was standardized.
- Experts were more willing to present and more satisfied with the resulting presentations.
- Video segments were repackaged into individual tutorials, increasing the reach of the content.