



INDUSTRY STUDY

# Rapid E-Learning: *What Works*<sup>®</sup> 2005

Tools and Best Practices for  
Building E-Learning Programs in Weeks

Karen O'Leonard

Josh Bersin

May 2005

© Bersin & Associates

## Table of Contents

---

<b>Executive Summary</b> .....	5
<b>Overview</b> .....	5
<b>Market at a Glance</b> .....	5
<b>Rapid E-Learning: A Quick Review</b> .....	6
<b>What is New?</b> .....	6
<b>Tools Update</b> .....	7
<b>Future Trends</b> .....	8
<b>The Need for Rapid Development</b> .....	9
<b>The Biggest Challenge in E-Learning: Time</b> .....	9
<b>How Big is This Problem?</b> .....	11
<b>Rapid E-Learning: New Paradigm</b> .....	11
<b>Rapid E-Learning Defined</b> .....	12
<b>Categories of E-Learning</b> .....	13
<b>Summary Table</b> .....	14
<b>Rapid E-Learning Market Size</b> .....	15
<b>Change in Mix of Corporate Programs</b> .....	15
<b>Market Growth in E-Learning Tools</b> .....	16
<b>Where Does Rapid E-Learning Fit?</b> .....	17
<b>The Four Categories of Training</b> .....	17
<b>Bloom's Taxonomy</b> .....	19
<b>Relationship to Other Technology-based Approaches</b> .....	20
<b>"Good Fit" Programs for Rapid E-Learning</b> .....	21
<b>Rapid E-Learning Roles and Processes</b> .....	22
<b>The Traditional Development Process</b> .....	23
<b>Procter &amp; Gamble Diffusion Process</b> .....	24
<b>Rapid Development Process for Live Programs</b> .....	25
<b>Rapid Instructional Design Tips</b> .....	27
<b>Analysis</b> .....	27

Design .....	27
Development .....	28
Deployment .....	29
Evaluation .....	29
<b>Rapid E-Learning Tools.....</b>	<b>30</b>
Self-Paced Tools .....	30
Self-Paced Tools Summary .....	49
Honorable Mention: Rapid Application Simulation Tool .....	50
Live Offerings.....	51
<b>Choosing Between Live and Self-Paced Tools.....</b>	<b>60</b>
Learner Motivation .....	61
Multilanguage Programs .....	61
Time to Launch: Development Speed.....	62
<b>Tool Selection.....</b>	<b>63</b>
Tool Selection Checklist.....	64
<b>Case Studies.....</b>	<b>65</b>
Houghton Mifflin (Brainshark).....	65
Factiva (WebEx, Macromedia Breeze, Brainshark) .....	67
Thomson Financial (Brainshark) .....	69
Bayer HealthCare (Articulate and Lectora).....	71
Citigroup (Lectora).....	73
Procter & Gamble (Lectora) .....	74
SAP Developer Network (Articulate) .....	76
WebMD (LearnLinc and ReadyGo Web Course Builder) .....	78
Novell Channel Training (Breeze).....	80
The Scotts Company (Global Knowledge and Articulate) .....	83
<b>Lessons Learned.....</b>	<b>87</b>
Keep Modules Short.....	87
Maintain High Audio Quality .....	88
Provide Guidance and Templates for SMEs .....	88
Update Content Regularly .....	89

Do Not Overuse This Approach .....	89
Incorporate Rapid E-Learning in Blended Programs .....	89
Develop Cross-Functional Teams .....	89
<b>Conclusion: Rapid E-Learning is a Paradigm-Changing Approach.....</b>	<b>90</b>
<b>Appendix A: Rapid E-Learning Tools and Product Web Sites .....</b>	<b>92</b>
Self-Paced Rapid Development Tools .....	92
Live Rapid E-Learning Offerings .....	93
<b>Appendix B: Table of Figures.....</b>	<b>94</b>
<b>About Us .....</b>	<b>96</b>
<b>About This Research.....</b>	<b>96</b>

## List of Tables

---

Table 1: Comparison of the Three E-Learning Categories .....	14
Table 2: The Four Categories of Corporate Training® Discussion Using the Cadillac Price Change Example .....	18
Table 3: Types of Learning Objectives Applied to Rapid E-Learning (Based on Bloom's Taxonomy)—Building on the Cadillac Example	19
Table 4: Examples of When to Use E-Learning .....	21
Table 5: Choosing Between Self-Paced and Live Formats .....	60
Table 6: P&G Course Growth Rate .....	75