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Re-Think on Critical Successful Factors of E-Learning Implementation in India Based Corporates

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Abstract— *This paper provides an insight about the key factors that can be re-considered for implementing E-Learning in any of the India based Corporates towards its success by overcoming the failures, which can be accomplished by means of setting light to Employee's Learning strategy (in other words, E-Learning:- Employees Learning in Corporate).*

Keywords— *E-Learning (Electronic based Learning, typically on the internet), Employee's Learning, India based Corporates (IT companies originated in India).*

I. INTRODUCTION

E-Learning practice in India has been emerged widely in all the sectors of the industry in the last few years which clearly depicts the positive growth of people attitude towards the new technologies and its adoption which leads to economic growth as well irrespective of individual sector/industry.

Presently almost all of the organizations ranging from small to big companies consider E-Learning is the best way to train the employees according to their business needs in a cost-effective manner. Though technology opens the door for new and convenient medium of learning, but when comes to India, wide use of Electronic based Learning happens in the Corporate sector compared to other industries.

Many India based corporates adopted E-Learning as one of the most efficient way to re-skill their employee's knowledge to keep updated according to their business requirements. Each and every corporate follow different techniques to implement the cost efficient learning management system compared to instructor led training which leads to difference in outcomes particularly less success rates compared to other countries.

This paper presents some of the key successful factors to be re-considered on implementing E-Learning system in Indian IT Companies to overcome the failures.

II. E-LEARNING VS CORPORATE E-LEARNING

2.1 What is E-Learning?

The 'E' in E-Learning [15] signifies anything which is computer- based such as e-mail, e-business, electronic devices (e.g. a mobile phone/CD-ROM/audio /video tape/satellite TV) etc., and also network based system which collects and distribute any data to people "at any time and at any place".

The 'Learning' in E-Learning is as regular as acquiring any knowledge or skills or anything which can be imparted via experience.

E-Learning replaces the traditional instructor based active learning with the technology based more convenient passive learning which is primarily due to electronic/web means. E-learning as defined by Martyn Sloman (2001) of the CIPD in his book: The e-learning revolution is 'the delivery of learning or training using electronically based approaches – mainly through the Internet, intranet, Extranet or Web.'

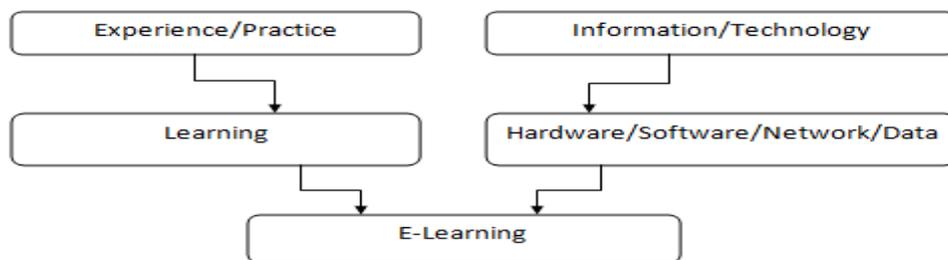


Figure 2.1: E-Learning

E-Learning is of two types namely synchronous and asynchronous.

- **Asynchronous** e-learning means 'not at the same time' allows the learner to complete the web based training at his own pace, without live interaction with the instructor.
- **Synchronous** e-learning means 'at the same time' allows the learner to interact with the instructor via web in real time.

A new form of learning known as 'blended learning' is emerging which is nothing but the combination of both synchronous and asynchronous e-learning to ensure maximum effectiveness.

2.2 What is Corporate E-Learning?

In addition to the capability gap, corporate businesses are further challenged by the imminent exodus of baby boomers along with increasing pressure on corporates to upgrade their employee skills and manage knowledge leads to the adoption of E-learning which will help in the process of teaching and learning without compromising the quality of training and employee productivity.

Corporate E-learning [Figure 2.2] may be termed as use of modern tools and networking technologies to communicate, train and to develop skills of the employees.

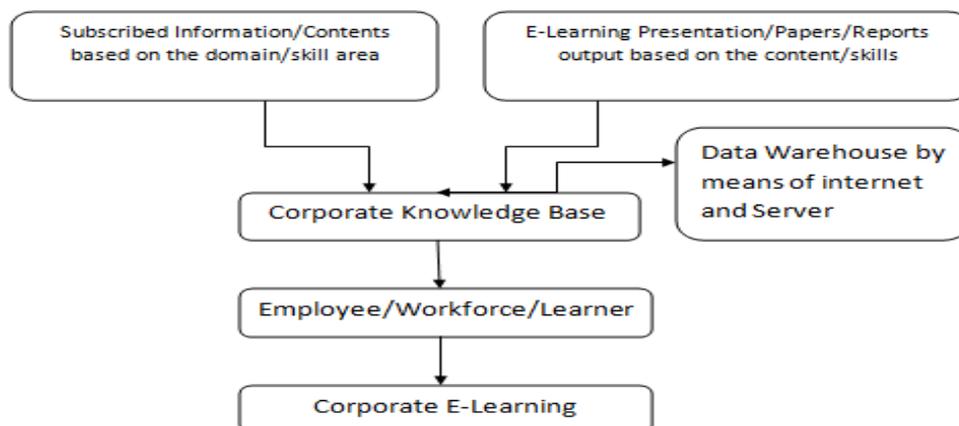


Figure 2.2: Corporate E-Learning

III. SOURCE OF THE STUDY

There are numerous studies has been carried out on implementation of E-Learning and its influence factors on education sector but very less on corporate perspective particularly in India.

This conceptual paper is an initial attempt to analyse the already existing factors that are being followed in some of the Indian IT companies during E-Learning implementation including its failure cause and provides insight about re-thinking of those critical factors to become successful towards Employees Learning by means of E-Learning system.

IV. OBJECTIVE

Objective of the study is framed by exploring the information which is available online in addition to the reviews from various literatures about the existing key factors followed in the implementation of Corporate E-Learning system by Indian IT companies and why it fails.

- To scrutinize the most crucial implementation factors which led to the road-blocks for the successful E-Learning System that exists in Indian IT companies.
- To re-vise, update and modify the implementation factors by building a successful E-learning strategy in order to bring successful outcomes.
- To suggest or recommend about other value added factors which supports the key drivers of E-learning implementation.

4.1. Existing Factors walkthrough

E-Learning becomes a revolution in the field of corporate learning because of its numerous benefits such as lower Costs, save time, flexibility, Just- in-Time training, standardized contents, interactive user interface, accountability, ease to use and track the results, allows experts and peers assistance, lets employee to be productive, etc.,

Let’s go through [Table 4.1] some of the theoretical discussion on the already existing factors involved in E-Learning implementation of Indian based Corporate and its failure causes:

TABLE 4.1: EXISTING FACTORS
(SOURCE: BOOKS, JOURNALS/ARTICLES, ONLINE AND OFFLINE RESOURCES, ETC.)

Existing Factors	Causes of Failures
Objective	<p>E-Learning should be considered as need driven in any of the organization instead of supply and demand.</p> <p>Unclear objectives because of the poorly defined learning needs always leads to the system failure.</p>
Design and implementation of key elements (Contents, Technology & Services)	<p>Content development is the core key for the success of any e-learning system implementation which is predominantly based on the defined objective.</p> <p>Decision making on buying the content design from vendor or commencing the content development on own without clear objective and plan is always called as badly designed system.</p>
	<p>Technology is the supplement to content delivery, poor decision on selecting tools and technology for constructing the contents on the chosen platform will seize the success of e-learning system.</p>

	<p>Services is the final element ,lack of complementary services from vendors or in-house product or any application service providers over content development, tools and technologies, client support, integration with ERP & CRM systems along with default benefits of access, cost, updates, speed, etc., on any E-learning system will fail to receive good feedback from any customers or users.</p>
Integration	<p>Failure of an E-Learning system to integrate with organizational specific systems like human resource, financial and performance management systems to generate data as per the enterprise needs will not survive for long time in the market.</p>
Infrastructure (Facilities and Technology/IT)	<p>Lack of facilities set up like computers, hardware, software, Labs, etc., leads the program to be unsuccessful because of users dissatisfaction over the infrastructure.</p>
	<p>IT Infrastructure is the fundamental for any enterprise wide implementation of e-learning system ,compromising IT department support such as internet bandwidth, load balancing system due to workload traffic, LMS, interface design, etc., from the day one which will definitely block the success of the program.</p>
End to End Solution	<p>Any enterprise level software designed for corporate e-learning system or in-house product should supports multiple modes of training to provide end to end solution anything which fails to meet those benefits will leads to lack of success.</p>
Human Skills, Attitude and Motivation	<p>Aforementioned factors are basis for any e-learning implementation but most crucial factor is usage of man-power without that any of the system can be implemented successfully.</p> <p>Skills of any Subject Matter Experts/experienced tutors play a critical role in content development of any course according to the domain needs of any enterprise.</p>
	<p>Lack of adequate training of any Staff, Learners, Tutors, users, etc. to use any technology and tools will results in slow adoption of e-learning program and lead the system down over a period.</p>
	<p>Lack of motivation starting from the staff to learner towards adapting new training and learning methods will not bring the desired result of any companies even though</p>

	implementation of e-learning system is very much align to the business and employee needs.
Return on Investment	Financial benefits can be expected out of E-Learning implementation in any enterprise but should not expect more on the invested capital which will not reap the desired outcome or payback unless it uses the right approach according to the goal and the target, rather than thinking about the e-learning influence over the employees and its impact.
Support	E-Learning system without the technological support, content support, experts support ,etc., to assist the users for any clarifications or queries leads to user dissatisfaction and build a resistance towards e-learning system
Review	Failure to review or assess the learning experience of the users will not improve the employee's learning growth which includes company growth also

4.2 Re-think on existing key factors for Successful E-Learning Implementation

E-Learning becomes an integral component in the aspects of both training and learning fields especially at educational institutions and Corporates due to the influence of technological advancement.

Though adoption of E-Learning system by majority of the Indian based IT companies has been increased to a greater extent in order to train and update the skills of the employees but when you enquire about the success rate it's not as expected when compare to the other countries. In light of wide usage of e-learning by Corporates, there is an indispensable need on evaluating the critical factors of how the system has to be designed and implemented according to the organizational requirement to achieve the success.

Its' been observed from various sources by exploring the reviews of the past studies over e-learning system implementation in the work place and jotted down those above mentioned core factors [4.1] are the prominent ones which has been taken into account by most of the Indian companies during e-learning implementation but however for some reasons these projects get failed and result in huge implications towards the organization and its return on investment.

Aim of this paper is to provide insight about re-thinking of the existing factors to avoid failures and on how it can be applied to meet the organizational context.

The below listed are the most important steps to be followed by any employer who adopts E-Learning solution to achieve their respective training and learning needs:

4.2.1 Primer to start any new exercise

- ✓ Analyze, identify and evaluate the results of the already existing training and learning systems.
- ✓ Assess the training needs and gaps and think on how e-learning will serve you better than old system; if exists, think on revising the strategy to fill the gaps to become more effective.

4.2.2 Key drivers for implementing successful E-Learning System

- ✓ Identify the business problem, gather requirements from the goals, set clear and measurable objective and define the target as early on.

- ✓ Proper plan is an imperative thing in order to align the training strategy with business case objectives to achieve the defined target.
- ✓ Check the organizational readiness which is nothing but understanding the target users about their present knowledge, job, grasping ability, learning expectations over the e-learning system.
- ✓ Ensure all the required infrastructures are in place or anything needs to be done to have all the necessary facilities in place before run through implementation such as IT readiness, tools and technology, internet bandwidth to deliver the content, etc.,
- ✓ Involve all the key stakeholders such as HR, Learning and development staffs, IT, Managers from all the department along with their respective highly skilled employees or SME from each team or group, learners/employees opinions by means of survey or some other preferred techniques to make decisions together on “what is wanted?”, “how are we right now?” and “where we want to go?”; in order to accomplish the business goals.
- ✓ Define the e-learning trends on how the tutorials or course content can be accessed from either via Massive Open Online Courses (MOOCs), Mobile learning, Cloud Learning, Gamified Learning, Social Learning, Learning Management System (LMS), Company intranets via desktop/laptop, etc.,
- ✓ Focus on the customized course content along with utmost good quality according to the needs of the each department to align the project objectives in such a way that, keep it simple, relevant, develop guidelines for buy in process content which has been purchased from the vendor, use of effective and instructional design to engage the learners, etc.,
- ✓ Decide about the implementation costs, expected return on investment and other critical factors involved which is mandatory for management decision before move on to the implementation phase.
- ✓ Choose the right design and implementation approach by evaluating the already implemented ones along with the lessons learnt from others before starting the exercise to build in-house development or out sourcing the learning design and its content. The below figure [4.2.2(1)] represents some of the implementation plan or factors to be considered while designing or buying the Learning Management System to incorporate E-Learning System in any of the corporates.

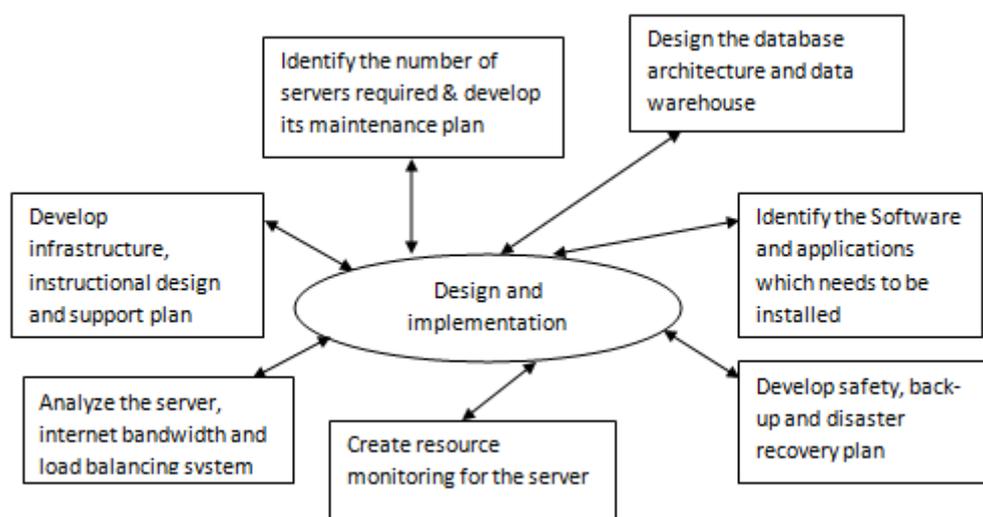


FIGURE 4.2.2(1): DESIGN AND IMPLEMENTATION PLAN (SOURCE: [10])

- ✓ Identify the exact tools or system that needs to be integrated with the E-Learning system like People soft, CRM, ERP, etc., to store the details of the employees, course results, reporting tool, etc.,

- ✓ Deliver the program to users (such as trainers, tutors, learners or employees) in a more efficient way by educating them about the application usage like navigation, process, how to manage the participants ,content formats and generate reports, etc., to comply the organizational standards.
- ✓ Promote the E-Learning program and it's important by demonstrating the core key values to reach all the employees of the organization by means of effective communication.
- ✓ Evaluate the change in behavior of the employees in addition to the organizational change by identifying the necessary outcomes like learners satisfaction, performance improvement by applying learned thoughts and skills into work, business impact along with return on investment.
- ✓ Ensure the success by means of continuous review and upgrade the existing system to meet the business change and its requirements.

4.3 Recommendation to add supporting factors for the Key drivers

There are few other factors which facilitate the key drivers by providing value added support for the successful implementation of Corporate E-Learning System apart from the aforementioned ones.

- ✓ Define and develop the quality and Compliance standards for e-learning system implementation in accordance with the organizational policies and procedures to ensure maximum effectiveness.
- ✓ Set guidelines for risk management and mitigation plan in order to control any potential risks at the initial phase itself along with its perceived limitations.
- ✓ Create awareness to the employees about the mandatory e-learning courses and its benefits by allocating scheduled times for completing the program in order to ensure about whether the obtained results seamlessly fit into training plan and its outcomes.
- ✓ Encourage the employees to start e-learning by inducing the positive attitude of the learners who is resistant towards new training methodology and its tools.
- ✓ Facilitates 24*7 support in order to assists employees for technical, IT and course content related issues who undertakes training from home or at work on the unusual hours due to their shift timings or for other reasons.
- ✓ Develop the interest of the learners by designing the training modules more attractive by using various tools and technologies, incorporating multimedia stuff and keep the content of the module to be more precise and short and restricting the run time not to exceed more than 15 minutes each.
- ✓ Recognize the employees for their effective usage and contribution of the e-learning system and provide incentives or awards or goodies which will motivate the employee learning skills, attitude, etc, this ultimately leads to the company growth.
- ✓ Assist the employees on any specific skills or contents by arranging expert's advice which includes sessions or imply via online helping tools.
- ✓ Design or buy a scalable e-learning system which accommodates future changes based on the business requirements by making use of it robustness and other reliable factors.
- ✓ Form a team which has passion and commitment to manage and bring the desired results after the delivery of the e-learning by organizing and evaluating the system in a unique way apart from the online assessments of the respective modules.

V. CONCLUSIONS

Corporate E-Learning is the first and foremost step which has initiated the road map for the digitalization of India. More than 89 percent of the Indian IT companies have already implemented e-learning as the medium for training the employees due its tremendous benefits in order to update the skills and knowledge according to their client requirements and to meet the business objectives. But for some reasons, e-learning projects are often getting failed in India Based

Corporates by not meeting the expected results, because of its improper planning, design, implementation and its execution. Out of which design and implementation plays a crucial role in e-learning system, poor implementation will definitely make the e-learning system not to achieve the intended objectives of the organization.

This main objective of this paper is to examine the failure of existing factors followed by the Indian Corporates during the implementation of the E-Learning system and provide insight to rethink on building a successful e-learning strategy to accomplish the desired objectives. It is necessary to understand that design and implementation of the E-Learning system should be aligned by tapping into the needs of the organization rather than considered as the technological solution for the traditional learning system for the benefits such as cost, flexibility, reduced time, tracking, etc., It's a known fact that success of ones will not necessarily to be same for others ,so these critical success factors has to be reviewed iteratively to formulate the conceptual framework and provide remedies to Corporates E-learning System based in India for the improvisation to yield good return on investment by its success.

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