

The Future of Training

An Osterman Research White Paper

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Why You Should Read This White Paper

Training by employers, business partners, vendors and others is a critical part of the ongoing education of employees. There are a variety of ways in which this training can be delivered, including in-person sessions, Webinars and Web conferencing sessions, self-paced learning tools and Podcasts.

Each mode of training has its own set of strengths and weaknesses. The key, therefore, is to achieve the right mix of features and capabilities in order to maximize the value of training for both employees and employers.

This white paper discusses the results of a large survey that was conducted for Citrix Systems regarding Web conferencing as a training medium. It explores the types of training that employees went through in 2006 and their plans for 2007. It also explores the effectiveness of Web conferencing as a replacement for other types of training.

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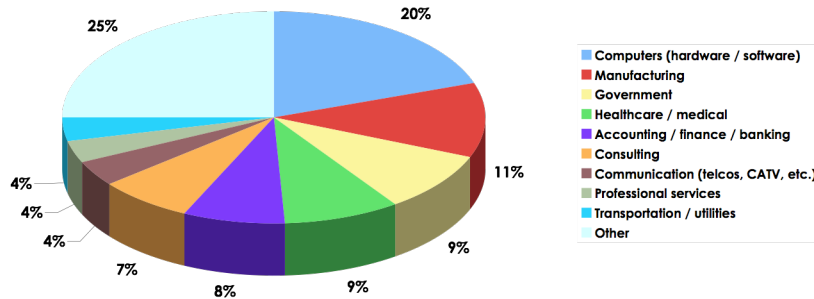
Background and Methodology

Osterman Research conducted a survey for Citrix during July and August 2007 to answer a number of questions focused on current and planned training methods for users in small, mid-sized and large organizations. This survey, which was completed with 230 individuals who are the recipients of various types of training, focused on the following issues:

- What types of training did employees go through during 2006 and what types of training were they planning to go through during 2007?
- What are the motivators for attending online training or Webinars?
- What are users' impressions of online training methods in terms of their effectiveness in helping attendees achieve their goals?
- What are the features that organizations want in an online training system?

The survey was conducted using Web-based surveys with members of the Osterman Research survey panel. Individuals from a wide variety of industries were surveyed, including:

Industries Surveyed



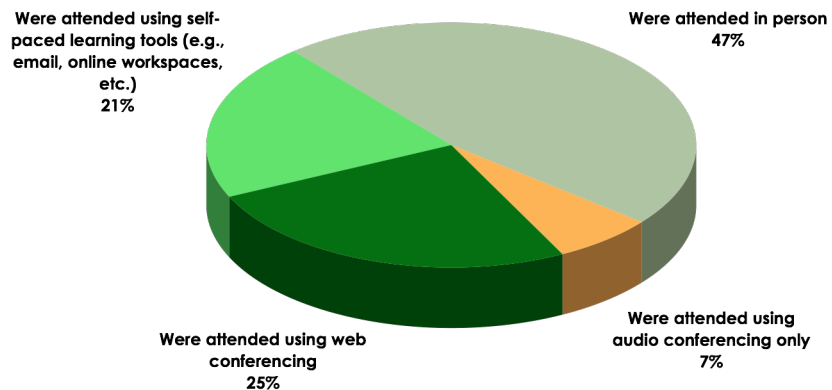
Twenty-seven percent of the individuals surveyed work for small organizations (up to 100 employees), 31% are in mid-sized (101 to 1,000 employees) organizations and 41% are in large (more than 1,000 employees) organizations.

During 2006, a variety of training methods were used by respondents to the survey, although the most common method was in-person training sessions – 47% of training sessions were conducted in some sort of in-person training session.

Current and Future Training Methods

During 2006, a variety of training methods were used by respondents to the survey, although the most common method was in-person training sessions – 47% of training sessions were conducted in some sort of in-person training session. Another 25% of training sessions were delivered via a Web conferencing model, while another 21% were delivered using some sort of self-paced learning tool, such as email, online workspaces or similar capabilities. Finally, 7% of training was delivered through audio conferencing only, such as live audio presentations or Podcasts, as shown in the following figure.

Training Methods Employed 2006



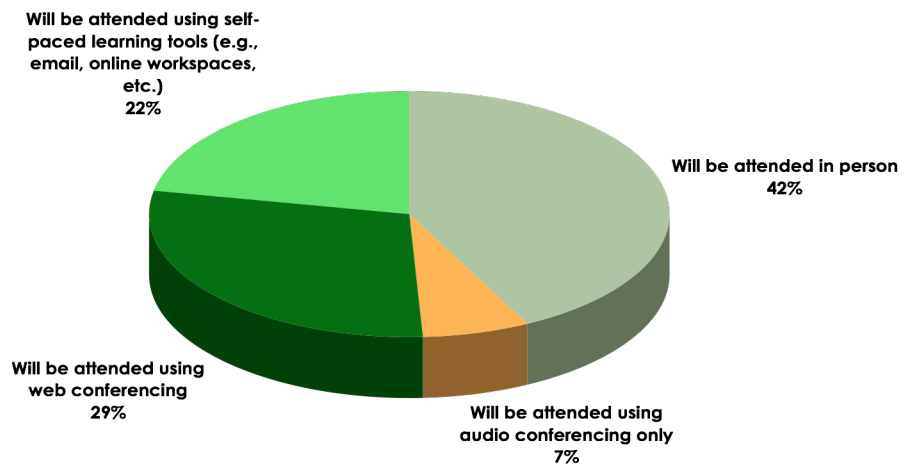
Employees attend a wide variety of training sessions, including vendor-sponsored Webinars (mentioned by 93% of respondents), customer training delivered by a vendor (83%), employee training delivered by an employer (77%) and partner training (43%).

Plans for 2007

Employees' training plans for 2007 are not dramatically different than they were in 2006, although there will be a decrease in the proportion of training accounted for by in-person events and increase in both Web conferencing-based learning and self-paced learning, as shown in the following figure.

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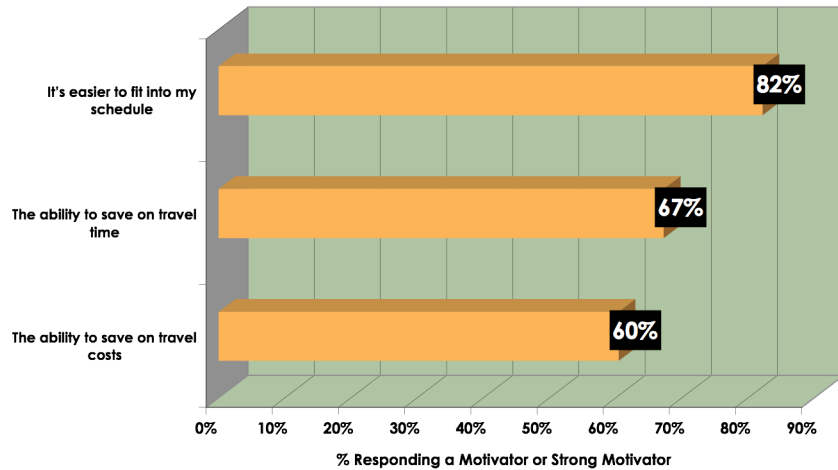
**Training Methods Employed
2007**



Why Online Training?

There are a variety of reasons that individuals choose to attend online training or Webinars as a replacement for in-person events, although the leading reason cited by respondents to this survey was the ease of fitting online training into their schedules, as shown in the following figure.

Motivating Factors for Choosing Online Training Versus In-Person Training



The vast majority of respondents to our survey indicated that their use of online training for a variety of training types has increased over the past 12 months.

The Move Toward Online Training

The vast majority of respondents to our survey indicated that their use of online training for a variety of training types has increased over the past 12 months, in some cases significantly. For example, the use of Web conferencing for employee training has increased for 52% of employees, but has decreased for only 3%; for customer training, Web conferencing has increased for 47% of employees while decreasing for only 3%. The following table shows the proportion of employees and their changes in the use of Web conferencing over the past 12 months.

Changes in the Use of Web Conferencing for Various Types of Training

Employee Training	% Change 2006-2007
It has increased dramatically (>50%)	9%
It has increased solidly (>25%)	21%
It has increased some	22%
It is about the same	29%
It is lower	3%
N/A	17%

Customer Training	% Change 2006-2007
It has increased dramatically (>50%)	6.8%
It has increased solidly (>25%)	17.2%
It has increased some	23.1%
It is about the same	31.2%
It is lower	2.7%
N/A	19.0%

Partner Training	% Change 2006-2007
It has increased dramatically (>50%)	8.1%
It has increased solidly (>25%)	12.2%
It has increased some	21.2%
It is about the same	27.9%
It is lower	2.7%
N/A	27.9%

OVERALL	% Change 2006-2007
It has increased dramatically (>50%)	16.1%
It has increased solidly (>25%)	25.9%
It has increased some	25.9%
It is about the same	24.6%
It is lower	3.1%
N/A	4.5%

There are a number of different types of features that trainees seek in a Web conferencing solution that can make the experience more impactful and that can help employees learn as much as possible from the online sessions.

What Do Trainees Need?

Clearly, the use of Web conferencing is growing significantly for a wide variety of training types. There are a number of different types of features that trainees seek in a Web conferencing solution that can make the experience more impactful and that can help employees learn as much as possible from the online sessions.

Among the key features that employees seek are:

- Ease of access and entry into a scheduled session**
 This feature, mentioned by 82% of respondents as an important or extremely important feature, is absolutely critical to the success of a Web conferencing tool. Systems that require substantial downloads, consume significant system resources or operate only on a limited set of platforms will simply not be as effective as more versatile tools.
- Viewing recorded sessions on demand**
 Mentioned by 79% as important or extremely important, this feature allows live sessions to be recorded for later

viewing. This is another critical feature, since it allows individuals to schedule training according to their schedule and it provides the greatest degree of flexibility for them. This is particularly important for organizations whose employees or business partners are separated geographically – a convenient time to conduct online training in San Francisco, for example, will likely be quite inconvenient in London.

- **Use of text chat for providing feedback**

This is another important feature, mentioned by 58% of respondents as important or extremely important. The use of chat tools for communication with the presenter provides an extra degree of flexibility for both the trainer and trainee and offers more versatile communication between the two than voice alone can provide.

- **Other features**

There are a variety of other features that trainees consider to be important or extremely important in a Web conferencing tools, including the use of audio conferencing (53%) and the use of satisfaction indicators to encourage trainers to adjust their content on the fly (44%).

The fundamental question that must be asked of Web conferencing as a replacement for or supplement to in-person training sessions and other types of training is this: is Web conferencing worth the effort? The respondents to the survey we conducted gave a very resounding 'Yes' to this question.

Using Citrix GoToWebinar for Training

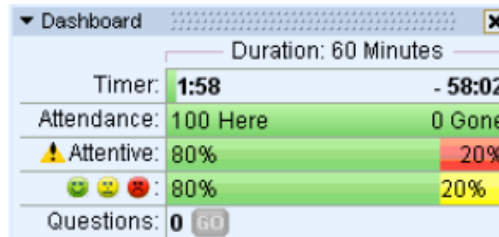
Many trainers are using Citrix® GoToWebinar™ to deliver do-it-yourself Web seminars without IT support. This new breed of Webinar technology is ideal for trainers looking for a simple solution that can deliver their message to remote audiences and capture real-time feedback from trainees.

GoToWebinar is purpose-built for Web seminars, making it easy for “non-techies” to set up training sessions and deliver content to both small and large trainee audiences. Trainers deliver more interactive content with GoToWebinar without increasing the headcount of their training staff.

GoToWebinar offers the following benefits to trainers and training organizations:

GoToWebinar can help organizations of all sizes to deliver training easily while offering the significant advantages of reducing travel costs and making better use of trainees' time.

- **Hosted session planning and registration**
Trainers can set up Webinar sessions quickly and easily by following a simple three-step process. Built-in, automated registration, reminder and follow-up capabilities make it easy for trainees to sign up online and receive updates on schedule changes.
- **More versatile training content options**
The ability to easily share the desktop facilitates multiple presenters in different locations or and allows trainers to show a slide presentation, application or Web page.
- **Easy trainee access to sessions**
One-click entry into session eliminates the need for set-up assistance from IT departments.
- **Simple tools that engage trainees**
Easy-to-use, in-session tools allow trainers to better engage and monitor their audiences. Instant feedback tools such as text Q&A, chat, polls and surveys encourage trainees to participate throughout the session. Delivering these tools through a simple interface enables participants to focus on the content and not the technology. Trainers can also monitor trainee attentiveness and satisfaction levels, so they know if they need to adjust content on-the-fly.



- **On-demand training flexibility**
Sessions can be recorded and streamed for on-demand viewing by trainees to reinforce material covered in a live session, as well as offer a more flexible training program that more easily fits into trainees' schedules.
- **Affordability**
An affordable pricing model allows trainers to conduct unlimited online events for one flat fee per month.

GoToWebinar is an excellent choice that can help organizations achieve the training goals discussed in this

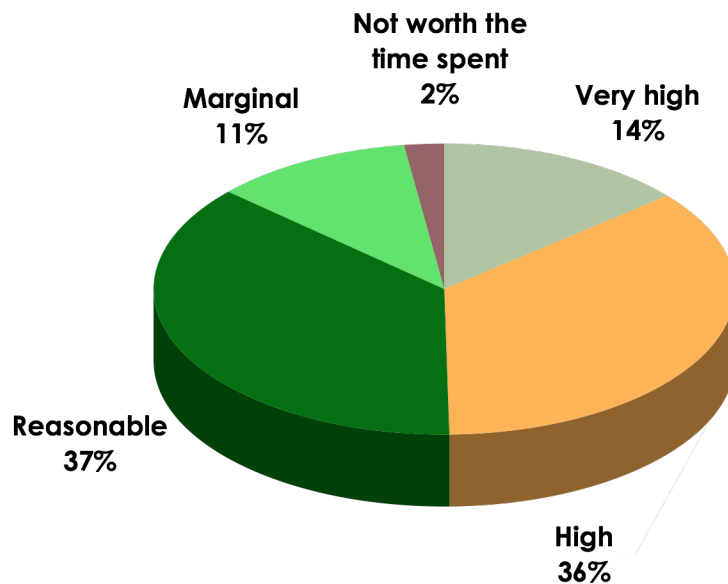
report. The platform helps organizations reach more trainees with the same level of effort, deliver varied types of training easily and expand training session availability without increasing trainer headcount. GoToWebinar can help organizations of all sizes deliver training easily while offering the significant advantages of reducing travel costs and making better use of trainees' time.

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Summary

The fundamental question that must be asked of Web conferencing as a replacement for or supplement to in-person training sessions and other types of training is this: is Web conferencing worth the effort? The respondents to the survey we conducted gave a very resounding 'Yes' to this question. As shown in the following figure, one-half of respondents told us that the value of Web conferencing in helping them to achieve their goals is either 'high' or 'very high', while another 37% told us that the value of Web conferencing is reasonable. Only 2% told us that Web conferencing is not worth the time they spent using it.

"To what extent do you believe training courses delivered with Web conferencing have helped you succeed in achieving your goals?"



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