



Case Study - CESKY TELECOM, a.s. (CZECH TELECOM)

E-learning as an integral part of the employees' learning

...Since the middle of 2002 until the end of 2003, the CZECH TELECOM realized learning equal to more than 22,000 man/days of classroom learning through Virtual University. The average cost savings of the on-line learning in comparison with traditional way of classroom training reached 30% minimally.

The Virtual University project has been awarded the Excellence Award in 2001.

Characteristics of the Customer

CZECH TELECOM, a.s. is the dominant provider of telecommunication services in the Czech Republic and belongs to the largest companies in the branch within the Middle and Eastern Europe.

CZECH TELECOM employs more than 10,000 people and in 2003, more than CZK 90,000,000 was invested in their training.

E-learning Implementation Phase in the CZECH TELECOM

Project Assignment (2000)

CZECH TELECOM made the decision for the e-learning implementation in the framework of the e-RLZ Projects focused on optimization and automation of training activities. The primary goal was to direct the potentials of the RLZ experts to activities with a high added value and reduce financial and time costs of services provided by this section.

The key criteria of the selection of a suitable LMS were as follows: maximal automation of the process of creation and realization of learning, LMS meeting the company IT standards, interconnection with SAP R/3, price not going beyond the budget constraints and guarantee of a professional support within the Czech Republic.

On the base of an evaluation of the above-listed criteria and after a pilot run, the LMS Ingenium by Click2learn has been selected. In the CR, the Click2learn Company is officially represented by Kontis, Ltd.

LMS Implementation (2001)

During the implementation phase, in cooperation with Kontis language localization of LMS Ingenium had been made. The LMS was then integrated into the Portal 2000 and interconnected with the respective SAP R/3 modules and other applications supporting RLZ activities. (Portal 2000 is a part of the intranet serving the employees as a gate to applications relating directly to SAP R/3.)

At the same time, Toolbook II for course creation, Crystal Report for reporting and X.Help for creating sequences for simulation of software applications have been purchased.

The total time of the implementation phase was 6 months. For the internal needs of the CZECH TELECOM, the newly installed system has been named as Virtual University.

Managerial Academy (2001-2003)

First training programs realized within the Virtual University were the Managerial Academy courses - 6 on-line courses provided by vendors and focused on strategic management, marketing, manager's role etc.

The reason for this choice was except the current need a defined medium-size group of 350 managers, for whom it was attractive to participate in testing of this modern learning method. After this, they supported a massive e-learning implementation within the Company.

Both these goals (testing and getting support) were accomplished. During the realization of on-line



courses of the Managerial Academy CZECH TELECOM made experiences used later in the e-learning development process.

Methodology of On-line Course Creation (2002)

In the middle of 2002 in the CZECH TELECOM, e-learning was about to become an integral part of the learning processes and it was necessary to create a methodology of the on-line course creation enabling their effective development by internal powers and increase their quality management with the vendors.

To accomplish these goals it was necessary to modify the e-learning realization team significantly in order to shift the emphasis from the technical matters to the pedagogical ones. Further, an important e-learning expertise has been obtained from American partners and used in development of the cooperation with partners in the Czech market.

The whole process climaxed in creating a complex didactic material on the on-line course creation. This material includes didactic, graphic and technical standards for creation and delivery of these courses. This document is a "live" material being updated regularly in accordance with the latest experiences, news and trends appearing in the world of e-learning.

E-learning as a Standard Part of the Learning process (2002-2003)

Together with the methodology and edition plan of the Virtual University has been created. This plan emphasized the creation and realization of on-line courses reaching large groups of employees (1000 and more) focused primarily on passing new knowledge (facts) and checking it later.

We talk here primarily about normative qualification courses (e.g. referent drivers, BOZP, environment protection), adaptation course, courses on new products and services of the CZECH TELECOM (e.g. transferability of the number and choosing the provider, ADSL), courses informing about some internal software applications and quality management courses.

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LMS Development and Extension of the Portfolio of Courses (2003-2004)

Among the key activities started in 2003 belongs the gradual improvement of the LMS Ingenium. The system has been provided with new functionalities increasing the flexibility of the delivery of new courses and enabling a larger interactivity between students and the system and between students and the lecturers and within the group of students itself.

The edition plan of the Virtual University contains the growing portfolio of courses of the above-mentioned areas and it spreads with PC literacy courses, on-line English learning and an updated and extended version of the Managerial Academy.

In many cases, it is about the realization of "blended" approach combining on-line and classroom learning in order to reach maximal learning effects with the same budget.

Virtual University also supports the ongoing transformation of the CZECH TELECOM as a tool of spreading the "Best Practices".

CZECH TELECOM E-learning Development Manager's Statement:

Our experiences with the development of the Virtual University have shown that there are several key factors of the success of a project like this. They are as follows: support of the Company managers and a team of experts, ability to obtain and process expertise from foreign sources and cooperate with partners, who are able to provide top quality professional support and are flexible and creative enough to be able to meet all needs of a customer like the CZECH TELECOM. Our long-term cooperation with Kontis proves the importance of this kind of partnership.

David Balarin

Note: This Case Study describes facts and contains information valid and available in December 2003.