Global Financial Services Corporation

Summary:

A global financial services giant had an internally developed Cloud Developer Toolkit which they planned on rolling out to 3000 developers worldwide. Web Age was engaged to empower these developers to effectively and efficiently utilize all available functionality.

Business Need

In early 2011 the client began an extensive RFP process to select a vendor to deliver training to in-house Developers globally (North America, Asia/India and Europe) to learn how to use their internally developed Cloud Developer Toolkit. Deliverables included:

- o **Curriculum Development** (key, prioritized learning topics)

- o **Content Design** (including tools and strategy for internal on-going support)

- o **Delineation of Training Resources and Support Structure** (external Trainers, Internal SMEs, Train the Trainer, Communities of Practice, Mentoring, etc)

- o **Delivery Systems** and **Rollout Plan** (eLearning, Learning Lab, Wikis, Blogs, etc.)

- o **Tools to Measure Program Effectiveness** (including Cloud Developer Toolkit Certification)

The responses received for the RFP were expected to outline not only learning modules but also recommendations for a program from inception through realization. The selected vendor has to exhibit experience in a global roll out of a new technology and be prepared to make recommendations for the optimum approach based on relevant best practices and past experience. After a rigorous approval process, Web Age Solutions was selected from 10 vendors as the vendor of choice.

Solution:

Web Age designed a three-pronged approach to fulfill the client's needs, consisting of a custom education and certification process, a community-driven education portal, and an apprenticeship-style mentoring program.

Traditional training would have been cost prohibitive for 3000 developers distributed across the globe and as such Web Age recommended a pyramid approach incorporating various aspects of our broad capabilities. It was necessary for all participants to have foundational knowledge of our client's "Stack and Cloud" strategy and thus Web Age developed a highly customized eLearning program which all developers globally could access via the company Learning Management System (LMS). All content

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modules were designed, tested, and validated to be SCORM-compliant and smoothly integrate with the client's LMS. This program was developed using Adobe Captivate to enable easy editing on the client side as updates were made to the Stack and Cloud approach. At the end of this program all participants were expected to pass a carefully crafted Certification Exam before developing in the Cloud was permitted.

The second prong of the solution involved the creation of a web portal to foster the development of a community around Stack and Cloud. Web Age collaborated with our client to define a set of use cases, identifying the top priorities for each role. We then designed a suitable information architecture in support of the prioritized use cases to ensure that the portal would deliver on the most important needs. Furthermore, the portal was designed to facilitate the development of a collaborative community and serve as a focal point for education resources (including the eLearning content defined as a part of the first prong).

The final prong of our solution included equipping a group of "evangelists" to promote the client's approach to Stack and Cloud. These evangelists progressed through the eLearning curriculum, the certification process, and the next level of training – an intensive boot camp complete with individualized assignments aimed at making each evangelist a subject matter expert for their business unit and thus alleviating the burden on the Office of Architecture. These Evangelists are mentored by the Office of Architecture to continue their growth and learning path. Additionally, the Evangelists each become content contributors to the previously described web portal. The program was successfully rolled out in September 2011. The second group of evangelists is currently ramping up to take their Boot Camp in early 2012 and they in turn will be mentored by the graduates of the first boot camp. In this way more and more evangelists will be built, thus aiding the Office of Architecture in successfully rolling out and supporting the proprietary Stack and Cloud approach across the entire enterprise.

Benefits:
The client saved significantly on training cost by using an e-learning approach as well as maximizing it's ROI by delivering a course that spoke to its standards and proprietary approach to the Cloud. Additionally the SCORM compliant e-learning material allowed administering pass/fail tests that judged the effectiveness of skills transferred to the students and enabled the implementation of a certification program to validate acquired knowledge. In addition, the burden on the Office of Architecture was substantially reduced as the education program built a continuing cycle of evangelists to assist in getting the message out, fielding adoption questions, and promoting a collaborative, self-sustaining community.

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