

Best Practice Example: NAUTEL, Sistemas Electrónicos, Lda.

Partners Name	CECOA – Centro de Formação Profissional para o Comércio e Afins (Vocational Training Centre for the Trade) was created by a protocol signed in July 1986 between the Employment and Vocational Training Institute and the Portuguese Commerce and Services Confederation, social partner playing an important role in the policy measures towards the SMEs from the trade and services sector.
Country, Region	Portugal, Lisbon.
Name or type of organisation	<p>NAUTEL, Sistemas Electrónicos, Lda.</p> <p>URL: http://www.nautel.pt/</p> <p>Contact person: Nelson Lima (Director) and Vanda Fonseca (Marketing Manager).</p> <p>Emails: nautel@mail.telepac.pt and marketing@nautel.pt</p>
Cooperation partner (if applicable, e.g. university, training provider)	<p>CECOA delivers initial vocational training courses, continuous vocational training and training of trainers' courses targeted to the trade and services sector.</p> <p>In the context of an innovative training strategy, CECOA develops projects aiming to deliver products and methodologies, namely applied to e-learning.</p> <p>URL: www.cecoa.pt</p>
Small statement why you choose this case	<p>NAUTEL strongly focus on the results and profitability through the increase of workers qualifications, technical and interpersonal skills. Involvement of manager and workers in the learning process.</p> <p>NAUTEL operates in the national market. They used the e-learning course to explore other business opportunities, in Portugal and abroad, addressing the implementation of one e-commerce solution. NAUTEL aims at reaching clients, investing in the web communication and differentiation, saving costs with the face-to-face contacts.</p>
Focus of organisation and sector	NAUTEL is focused on the national distribution of Marine electronic Equipment, Professional and Consumer electronics and other complementary systems. The business model relies on to sales made to retail stores, marine dealers and others

	alike.
Number of employees	18 employees.
Specification of target group (e.g. skilled workers, apprentices, older employee)	Skilled professionals from the area of management and marketing.
Learning content and aim of training	<p>The e-commerce e-learning course is targeted to e-commerce consultants, technicians and SMEs entrepreneurs.</p> <p>The e-commerce project aims at identifying new competences addressed to the e-commerce field and at delivering a training offer according to the SMEs needs. The aim of the training is to develop management, social, commercial, marketing, logistic and technological skills.</p> <p>The e-learning contents are: the internet in Portugal and in the world (module 1); the internet and the new information technologies in the enterprises (module 2); the internet business models (module 3); the e-commerce targeted to SMEs (module 4); success factors for e-commerce solution implementation (module 5); how to create an electronic business in an already existing enterprise (module 6); how to create a space in the internet – basic concepts (module 7); e-commerce solution components (module 8); e-commerce solution manager (module 9); e-commerce as a communication channel (module 10); project (module 11).</p>
Type of learning (e.g. Blended Learning, Self-Learning)	<p>B-learning application, with a self-study component.</p> <p>The introduction module and the modules 5, 7 and 11 are face-to-face training; the other modules are delivered through the e-learning application. URL: http://www.cecoa.pt/equalproj/Private/frames.html</p>
Short case study description (Topic of eLearning course, taylor made or bought course, etc.)	E-commerce. Taylor made course for the trade sector and for enterprises of the trade and services sector.
Short description of condition of implementation (continuous training plan, problems and solutions, etc.)	<p>NAUTEL employers are aware of the need of continuous training. Owners and employees frequently participate in training courses. Those courses aim at improving technical knowledge, and usually, are promoted by their brands/manufacturers when there are new products/services in the market.</p> <p>At the time of the training, NAUTEL Commercial Director explored the possibility of implementing an</p>

	<p>integrated e-commerce solution in the company.</p> <p>CECOA offers a technical oriented and flexible solution to develop e-commerce skills. E-commerce is a good alternative to prevent from long absences from work, one of the disadvantages of traditional courses. 3 persons from NAUTEL attend the training course (the Commercial Director, the Marketing Director and the Technical Services Director).</p> <p>At the end of the training course, NAUTEL choose not to implement a complete e-commerce solution because it was not fully compatible with their general business model. However, after the training course their website was improved (the project website was initially develop in 1999) in order to facilitate the relation and communication with not only the retailers but also with final customers, giving them tools to purchase in a more easy and fast way. Nowadays, the project website delivers complete information about the products (description, technical characteristics and prices) and the about the commercial partners.</p>
Success factors (in general)	The managers and employees are committed to implement changes addressed to the company B2B strategy.
Success factors: organizational factors (internal to the company)	The company is focused on the business to business approach. The company is also focused on the simplification of processes to reach clients, since the website is a new way and a new channel of communication.
Success factors: pedagogical factors (improvement of leaders skills)?	The managers and employees are committed to learn and to apply learning outcomes: new knowledge.
Success factors: business factors (marked orientation, ROI)	There is an increase volume of sales. From all the sales day-by-day contacts, 3 to 5 are coming through the website. There's a high reduction of telephone communication costs and the number of meetings with clients decreased. Employees have more free time to do other tasks. Clients are aware of the products technical specifications and prices through the website. At the moment, clients only call or meet to request other additional information or to clarify specific product characteristics. More time is available to do further contacts with new potential clients.
Other success factors	An important factor that contributed to the success of this course was the way it was planned. It

	allowed the participants to manage their own time and didn't restrain them on their day to day tasks.
Pictures, screenshots, attached to this template?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No



Image 1: CECOA E-Commerce Training

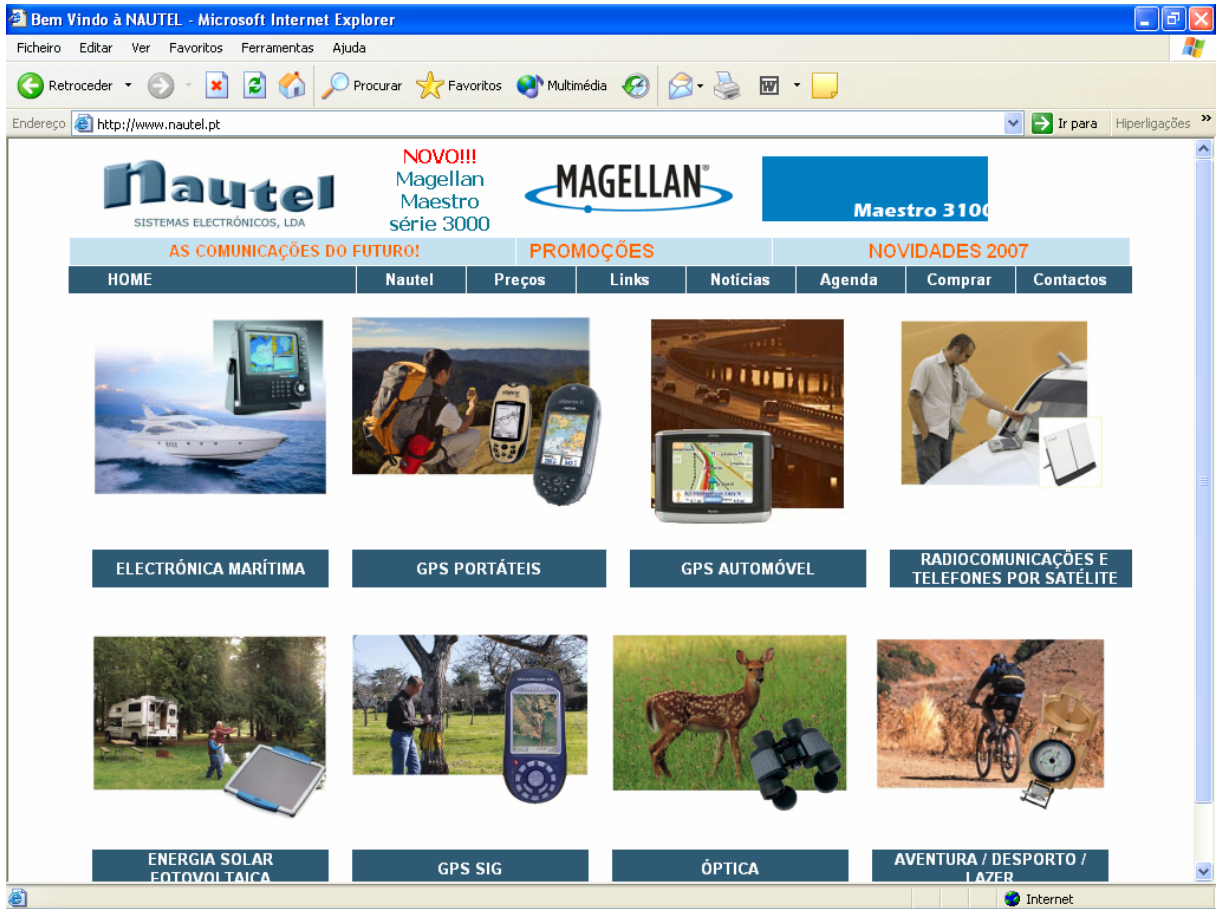


Image 2 – NAUTEL Home page

Quality criteria grid for eLearning

First impressions:	Tick if appropriate for your example
Learning objectives and content are clearly defined	<input checked="" type="checkbox"/>
The learning content is relevant to the work your employees actually do (practical examples; tools that are helpful and useful for work and that help learners apply their coursework to everyday situations)	<input checked="" type="checkbox"/>
The program is modularised	<input checked="" type="checkbox"/>
Learners can define their own path through the material	<input checked="" type="checkbox"/>
Learners can make notes directly in the program	<input type="checkbox"/>
The software automatically generates logs of individual sessions	<input type="checkbox"/>
The software is optimised for use with industry standard browsers (like Internet explorer or firefox, etc.)	<input checked="" type="checkbox"/>
Industry standard IT equipment can be used; no unusual technologies or formats are needed	<input type="checkbox"/>
<p>General Comments</p> <p>The training solution was design after the training needs assessment. The learning objectives are defined and the learning contents are relevant to the SMEs of the trade and services sector. There is a general program with 11 modules and specific modules for each target-group (e-commerce consultants, e-commerce technicians and SMEs entrepreneurs). In this respect, learners can define their own path and the solution orients learners into the learning process. The software can be used in any kind of computer without further technical requirements or equipments.</p>	
After closer scrutiny:	
The times indicated for task completion are realistic	<input checked="" type="checkbox"/>
The course content is clearly mapped; graphics are also used for this purpose	<input checked="" type="checkbox"/>
The page layouts are clear and not overloaded with text	<input checked="" type="checkbox"/>
Texts are clear and legible. Longer passages are subdivided into manageable segments	<input checked="" type="checkbox"/>
Navigation icons are intuitively understandable, logically positioned and readily accessible	<input checked="" type="checkbox"/>

The navigation software isn't "drowning" in icons	<input checked="" type="checkbox"/>
The links clearly indicate where the learner should go next	<input checked="" type="checkbox"/>
The learner can contact the help centre and/or a facilitator at any time	<input checked="" type="checkbox"/>
All hyperlinks are active	<input checked="" type="checkbox"/>
e-tutors have good online media skills and exhibit professional competence	<input checked="" type="checkbox"/>
Feedback times are short (e.g. users receive responses within one working day)	<input type="checkbox"/>
The software fully taps the interactive potential of the medium	<input checked="" type="checkbox"/>
<p>General Comments</p> <p>The times indicated for task completion are realistic. The course takes about 47 hours to complete the e-commerce consultants' modules (27 hours through e-learning and 20 hours in face-to-face sessions); 38 hours to complete the entrepreneurs' modules (22 hours through e-learning and 16 hours traditional training); 39 hours to complete the technicians' modules (19 hours through e-learning and 20 hours face-to-face sessions).</p> <p>The contents quality is high and up to date. The layout was designed according the SMEs metaphors and examples are coming from trade sectors. The navigation system is an added-value to the learning process, because gives information about the learners road and what is still missing to complete the course. Hyperlinks are active. The contact with the tutor is asynchronous, by e-mail, and synchronous, during the face-to-face sessions.</p>	
Internet services: WWW, e-mail and chat	
The option to do assignments and send them to the facilitator	<input checked="" type="checkbox"/>
Query function	<input type="checkbox"/>
Support services	<input type="checkbox"/>
Users can interact with each other online	<input type="checkbox"/>
Users can create their own homepages	<input type="checkbox"/>
Lists of frequently asked questions (FAQ)	<input type="checkbox"/>
Bulletin boards or Newsletters	<input type="checkbox"/>
Discussion boards or Forums	<input checked="" type="checkbox"/>
Chatrooms	<input type="checkbox"/>

General Comments	
End-users have access to the forums area, a glossary of terms, a space to present doubts and questions, a space to learn more about specific subjects and a download area.	
Additional options	
Application sharing in virtual work groups	<input type="checkbox"/>
Simulations	<input type="checkbox"/>
Hotlines for assistance	<input type="checkbox"/>
Conference calls	<input type="checkbox"/>
Video conferences	<input type="checkbox"/>
General Comments	
Additional opportunities for direct interaction	
Getting acquainted sessions at initial course meetings (for getting to know other course participants)	<input checked="" type="checkbox"/>
Establishment of in-company study groups	<input checked="" type="checkbox"/>
Concurrent and/or closing course meetings	<input checked="" type="checkbox"/>
Support for on site coaching	<input type="checkbox"/>
Consultation services for commissioning/implementation	<input type="checkbox"/>
Technical support is available	<input type="checkbox"/>
Course participants receive a certificate at the end of the course	<input checked="" type="checkbox"/>
General Comments	
End-users have a first face-to-face kick off session to know how to work with the solution (how to access to contents, how to contact with the tutor, how to contact with other learners, how to assess the knowledge, etc). End-users are invited to work in groups and to develop an e-commerce project. At the end of the training, participants receive a certificate.	
Summing up – Quality criteria of eLearning courses/providers at a glance	
The offered demo-versions provide an insight into topics and structure of the course	<input checked="" type="checkbox"/>

Description of the proportion between stand-alone-learning and learning in group	<input checked="" type="checkbox"/>
Detailed description of topics	<input checked="" type="checkbox"/>
Self-tests, correction of homework by tutors and discussions with other participants are planned.	<input checked="" type="checkbox"/>
Detailed information about expertise and methodical competence. Are tutors or course instructor available at any time? Individual supervision, individual needs are respected.	<input type="checkbox"/>
It is possible to communicate with other participants and to discuss exercises and solutions. Chat times concerning different topics re appointed.	<input type="checkbox"/>
Exact description of prerequisites and audiences.	<input checked="" type="checkbox"/>
Exact description of time requirements	<input checked="" type="checkbox"/>
Exact description of technical requirements. A technical support is offered	<input checked="" type="checkbox"/>
General Comments As mention before, there is a balance between the e-learning sessions and the face-to-face sessions. The solution informs end-users about recommended training profile per target-group. Along the training program, at the end of the modules, participants are invited to complete a self-assessment test. At the end of the course, there is a final assessment questionnaire to appraisal knowledge. The final assessment assembles also learners' participation in the face-to-face sessions, the team spirit and the motivation to complete the course.	