

CASE STUDY

# Delivering a large scale international bespoke training project

A Virtual College Case Study

# The background

Adopting technology-enhanced learning to deliver training transformation.

Based in the Middle East, Virtual College's government agency client had a strategic ambition to update and transform their traditional courseware delivery.

This entailed a significant change from traditional instructor-led classroom training to a technology enhanced blended learning approach deployed across a large technical training institute.

One of the largest online learning projects in the world, this multi-million pound international programme involved delivery in different languages, working with and through many stakeholders and executing an e-adoption process to deliver organisation-wide training transformation.

## The challenge

Overcoming the challenges of a large, complex bespoke project.

The sheer scale and scope of the project, for up to 3000 students, provided a major challenge.

Add to this the international dimension, technical subject matter, scale of the course development and the need for a locally installed LMS solution and the complexity of the undertaking starts to become more apparent.

The overall aim was to transform traditional training delivery through a large-scale change management programme, which would embed technology enhanced learning across all part of the organisation.

Understandably, for such a large and complex project, the client invested significant effort to identify the most suitable technology suppliers.

From a large pool of leading-industry e-learning organisations, the client generated a list of preferred suppliers, which it invited to participate in a stringent three stage tendering process – which including an RFI, ITT and presentation stage.

Hannah Brindle, Virtual College Director, commented: "As you would expect, the client went to great lengths to identify the most appropriate technology partner.

"We also invested a lot of thinking and planning time into this tendering stage – we wanted to ensure we understood all the strategic requirements and could produce a well-considered, fully worked through training solution that would meet the brief, the client's timescales and provide excellent value for money.

"The client really liked and respected our team – in particular our knowledge, skills, experience and overall team dynamics.

They felt that they could work with us to develop a close working partnership for the long-term, which would be needed to successfully deliver such a significant and complex change project.

"We initially won a contract to deliver an e-learning pilot and then a second, multi-million pound phase to take all the learning from the pilot stage and roll out a more significant programme of delivery.

"Working with and through many stakeholders with varied levels of interest, influence and authority, we were required to be highly flexible in our approach, provide innovative leading edge solutions in an agile way, which could adapt to evolving and rapidly changing priorities."

# The solution

Drawing upon the best the industry can offer.

From being awarded the tender, timescales were tight for Virtual College to deliver the initial pilot and then go on to undertake the second, much larger piece of work for the client.

Virtual College's flexible partnership approach to managing the programme has been essential to its success. This is based around establishing a 'one team' working ethos with the client as opposed to a purely contractual relationship.

Drawing upon its extensive experience of working with subject matter experts across many and varied sectors, Virtual College has been able to take highly technical information and create highly engaging e-learning content.

With a project of this scope and magnitude, no single supplier would have had the capability or capacity to deliver all aspects of the project within the timescales required.

As such, Virtual College invested in developing a supplier framework, which attracted the very best specialisms and expertise from the e-learning sector.

Virtual College assessed the applications and went through a rigorous approval process to ensure our supplier partners could meet the demands and quality expectations of not only Virtual College but also the client.

"The project has also called for strong project management and direction, both in the UK and in the Middle East," continued Hannah.

"We set up project management teams in both the UK and the Middle East which included a project director, two project managers, three production managers and three product owners as well as a number of project co-ordinators and administrators."

To ensure each of the 20 courseware areas were designed and developed to meet the learning outcomes, Virtual College created a unique learning strategy for each course - which set out a blueprint for course design, development and deployment.

The document considered the objectives and learning outcomes, the learners and target audience, the pedagogical approach, the content structure, the multi-media approach and the assessment and evaluation methodology.

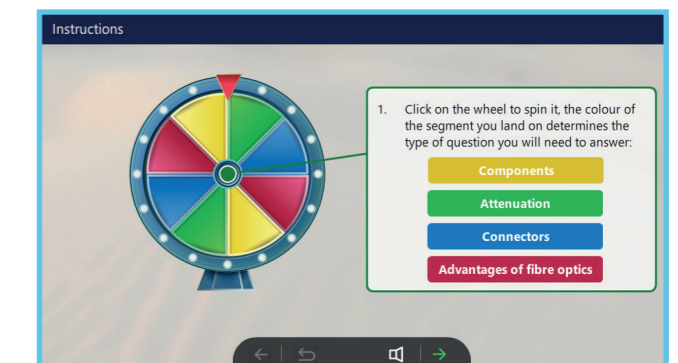
In house graphic design, instructional design and quality teams built the e-learning content, with subject matter experts to support and check the technical accuracy of the learning. In addition, a number of Virtual College framework e-learning partners also contributed to building the e-learning content.

Virtual College's technical developers built the learning management system (LMS) hosted install package and created additional LMS functionality to meet the client's individual specification.

Hannah added: "We had daily contact with the client both on and off site and involved them in the development and testing process of all the product elements – so they had absolute ownership and confidence in the end solution."

The client enthused: "The project is a roaring success and the professional and dedicated attitude of Virtual College's staff has been evident throughout."

The client has nearly 20 other major change projects currently being implemented and this training transformation programme is the only project that is currently performing ahead of schedule.



# The results

Genuine, driven, inspirational.

In addition to over 500 hours of e-learning content across 20 different technical courseware areas, Virtual College has provided the client with a locally-hosted, organisation- branded learning management system, with additional functionality created to meet their particular needs. This is complemented by digital training pamphlets and additional multi-media training resources.



Supporting the deployment of the overall solution, Virtual College also provided e-adoption consultancy and advice, instructor training on the use of blended training (itutor) and support with internal changes to training policies and procedures.

The client stated: "At the leading edge of training courseware development, Virtual College have opened the door to a huge shift change in how our partners will train for the foreseeable future.

"Although we have only just started utilising the new courseware and training techniques, we can already see huge benefits to the motivation and learning progression of the students.

"During the development of the courseware and learning platform, there were numerous stumbling blocks with achieving the desired end state. Indeed, the ultimate customer was not always clear on their desired solution.

Ever present at the coal face was Virtual College providing strong strategic direction that was fundamental to the success of this project. In three words, Virtual College is 'genuine, driven, inspirational!'"

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## About Virtual College

With over 2.5 million online learners, Virtual College is one of the leading providers of e-learning in the UK. For over twenty years, we have provided online courses to individuals and companies across the world, breaking down the boundaries of traditional learning to deliver cost reducing, time efficient training. Unlike many other e-learning providers, our training extends to actual programme and qualification creation and delivery - resulting in a unique blended solution. The knowledge, experience and feedback that this delivery provides helps ensure that we strive to continually improve our solutions.

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