

Business Lending Library

Fortune 500 training without spending a fortune!

Lending Library Users Guide

Introduction This document is designed to guide you through the steps of administering the Lending Library. Within the guide are descriptions of the areas that should be addressed for the best possible implementation of the library service in your organization. We suggest that you give some thought to each of these areas prior to speaking with your Account Manager and that you share this document with all of your department managers to maximize the value you'll receive from the library. The Lending Library Users Guide addresses the steps commonly involved in the implementation process, which include:

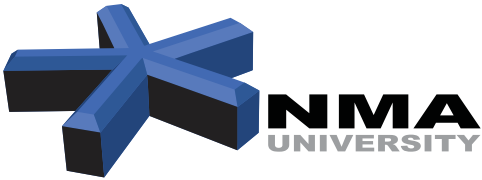
- Contacts
- Managing the Implementation
- Success Criteria/Objectives
- Evaluation and Reporting
- Course Selection
- Marketing/Communication
- Account Review

Please contact your Account Manager for any assistance that you may need in planning your program. They are always happy to help!

Contacts It is important that you identify who will be part of your administration and implementation team. Along with your Account Manager, you might want to consider participants from the following groups:

- Training
- Human Resources
- Information Technology
- Marketing/Communications
- Safety
- Sales

Nan McKay
AND ASSOCIATES, INC.



Business Lending Library

Fortune 500 training without spending a fortune!

Managing the Implementation

Because there can be so many details involved with the implementation of any training program, you will want to find a method that will help to keep you on track. The Lending Library Administrator is the key to a well-run product implementation. He or she will need to:

- Develop the plan/set the timeline for the release of the service
- Determine your internal parameters (i.e. time limits, sign out sheets, group and individual training, etc.)
- Develop a marketing and communication plan

Success Criteria/Objectives

One of the most important aspects of planning your program is the definition of success criteria, which are statements of the goals and objectives that you have for the program. The measurement of the success criteria will enable you to determine the success of the program.

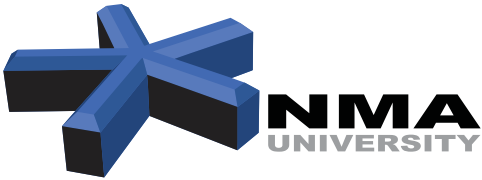
Success criteria varies from organization to organization, but often several similar criteria will be included in the final list. Once the success criteria has been defined, the Implementation Plan should be designed in a manner that will help you achieve your goals. The criteria must be quantified in order to be measurable.

Sample Success Criteria

Your Account Manager can help you design an evaluation form that maps to your success criteria.

- 50% of employees take at least one course within the first year of program
- Replace 40% of Instructor Led Training (ILT) with library programs
- Employees use library programs to meet an average of 25% of their annual training requirement
- Positive evaluation results with a >70% approval rating





Business Lending Library

Fortune 500 training without spending a fortune!

Evaluation and Reporting

When determining the manner in which you will evaluate the success of the program, it is important that you have at least one method of evaluation that enables you to measure each of your success criteria or objectives. It is also essential that you define a method and establish the frequency for reporting results to the organization.

Appendix A includes a standard sample evaluation form. You may also create customized evaluations with the help of your Account Manager - ask them for details. When choosing the number of questions to include, we recommend no more than 10-15 questions.

Course Selection

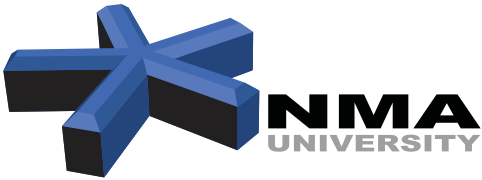
Your list of libraries available to you will be noted on your contract.

It is often helpful to integrate the courses in your library program into other Human Resources and Training related programs. Some examples include:

- Link the program objective to your organization's strategic objectives.
- If you have an annual training requirement for employees, consider requiring library courses to be used to meet a portion of the overall training requirement.
- Integrate library courses into your overall training curriculum, perhaps make the courses pre-requisites to instructor led classes.
- Map the library courses to the items measured on performance appraisals. If a need for improvement is identified on a performance appraisal, select the appropriate library course to help address the issue.

Your account manager will be a great help to you in this selection process.





Business Lending Library

Fortune 500 training without spending a fortune!

Marketing/Communication

This section and the accompanying related appendices is designed to guide you through the steps of designing, planning, and executing your marketing strategy. A Marketing Plan is an integral part of your marketing strategy and an essential component of a successful Business Training Library program. A successful Marketing Plan includes not only initial launch activities, but also strong ongoing efforts throughout the program.

Target Markets

You need to know to whom you will be marketing the training program and what are their specific training needs. Some possible target markets might include:

- Executives
- Managers
- Human Resources
- IT Professionals
- Sales/Marketing Professionals
- Customer Service Staff
- Administrative/Support Staff
- Manufacturing Floor Staff

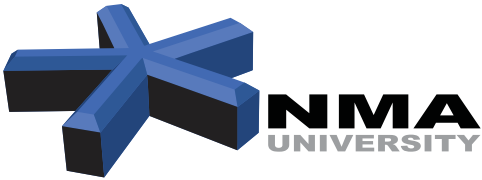
Each target market will have different needs and/or “pain points” – identifying and targeting these specific needs and “pain points” with a portion of your marketing communications will greatly improve the support and usage of your program.

Marketing Plan

A well thought out Marketing Plan will enable you to reach your target markets and meet your program success criteria. A list of Marketing and Promotional Techniques can be found in Appendix B. It is not an exhaustive list of marketing ideas, but it may help you in formulating your Marketing Plan. For each item on your Marketing Plan, you will want to define the following components in addition to the target audience for the item:

- Purpose – Inform, remind, instruct, create buy-in, increase awareness, improve participation
- Method – Newsletters, flyers, posters, web pages, intranet banners, email, presentations
- Timeframe – Pre-program start, program start, performance review period, weekly, monthly, quarterly, yearly

Non McKay
AND ASSOCIATES, INC.



Business Lending Library

Fortune 500 training without spending a fortune!

All marketing communication, regardless of specific purpose, should communicate the features and benefits of your training program – try to address the “What’s in it for me?” question to encourage people to participate in the library program. To simplify the development of marketing communication, we recommend identifying the specific features you intend to address prior to drafting a Marketing Plan. Templates to assist you in this process are available on our website within the Members Only section.

You will want to include several different types of marketing communication items, targeting different marketing purposes, in your overall Marketing Plan.

Different timeframes and frequencies of repetition will be appropriate for different types of marketing communication. The timeframe and frequency will likely change over the course of the execution of your Marketing Plan based on the type and amount of course usage you are seeing.

Choose the appropriate method for the type of communication and for your organization. You will want to vary the method of communication to keep your program marketing fresh and interesting.

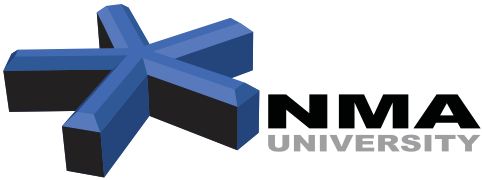
Appendix B outlines a basic Marketing Plan.

Account Review

It is important to establish a regular process of program review with your Account Manager. This review process enables you to determine if your success criteria and program objectives are being met. Listed below are some suggestions for the types of information that may be shared during an Account Review.

- Review of utilization of programs
- Discussion of current program and areas for improvement
- Review of success criteria and program objectives
- Business Training Library product updates
- Rate service, product and usage
- Review of ongoing marketing efforts
- Provide feedback regarding library service improvements





Business Lending Library

Fortune 500 training without spending a fortune!

Appendix A Standard Sample Evaluation Form

Thank you so much for participating in the Business Lending Library program. Please answer each question honestly and if you have any questions feel free to contact _____ at _____ . Thanks again for your invaluable feedback.

1. What is the name of the course you are evaluating?

2. Did you request technical support from the Business Lending Library?

Yes

No

3. If yes to above question, please comment on service you received.

4. Based on this initial experience, it will be easy to access and learn from future courses.

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

5. Why or Why Not?

6. The course content was organized in a way that allowed me to meet the learning objectives.

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

7. Overall, this course met my learning needs.

Strongly Agree

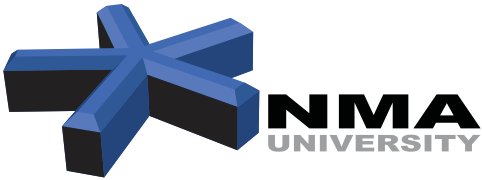
Agree

Neutral

Disagree

Strongly Disagree

The logo for Nam McKay and Associates, Inc. features the name 'Nam McKay' in a large, stylized, cursive font. Below it, 'AND ASSOCIATES, INC.' is written in a smaller, bold, sans-serif font. The entire logo is set against a dark rectangular background.



Business Lending Library

Fortune 500 training without spending a fortune!

8. I will be able to apply the knowledge and/or skills gained from this course to help me perform my job better.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

9. Given my learning goals, time constraints and environment, I would like to continue using the library resources.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

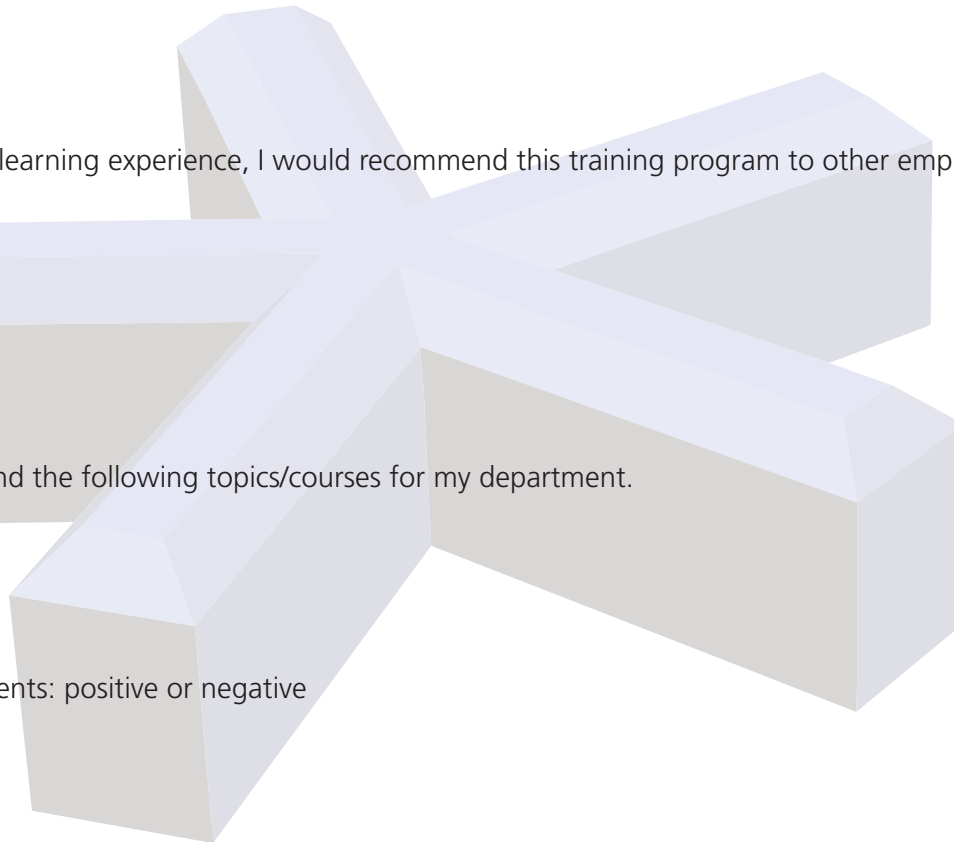
10. Why or Why Not?

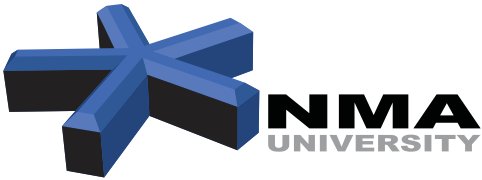
11. As a result of this learning experience, I would recommend this training program to other employees in my organization.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

12. I would recommend the following topics/courses for my department.

13. Additional Comments: positive or negative





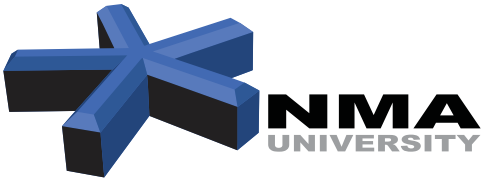
Business Lending Library

Fortune 500 training without spending a fortune!

Appendix B Marketing and Promotional Techniques

Technique	Definition	Paper	Email	Web	Other
Advertising	Create display ads that can be placed in company or department newsletters or other publications. Additionally, try to place banner ads on other internal web sites with a link to the catalog.	■		■	
Advertising Editorial	Create an advertisement that appears to be a news story. The story can highlight employees who took courses and applied what they learned on the job. These ads may have more credibility than those that simply highlight course availability, features, etc. because they use a testimonial approach.	■		■	
Announcements	Develop short items designed to inform and remind potential students about course availability and urge employees to visit the website for available topics. These can fill the gap between more in-depth ads or articles.	■	■		
Articles	Write articles on topics that are addressed in the programs. Try to get these articles included in company publications and include information about accessing the programs referred to in the article.	■	■	■	
Brown-Bag Lunch Seminars & Popcorn Parties	Conduct lunchtime or late afternoon presentations on specific topics highlighting the programs that are available to teach additional information on the topic. Schedule these regularly.				■
Bulletin Boards	Place all available material on company physical and electronic bulletin boards. These are often highly visible. Remember to make your items eye catching to draw employees' attention to your documents.	■	■	■	
Business Meetings	Have a quick 5 – 10 minute presentation that you can always be prepared to give at a business meeting. This presentation should highlight the available programs, focus on the Just-In-Time nature of the programs, and any other features that are important to your organization. You never know when there might be an extra spot on the agenda!				■



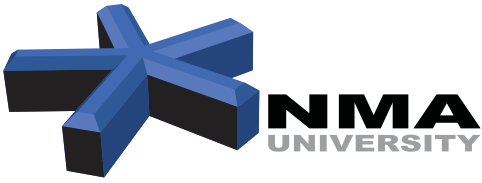


Business Lending Library

Fortune 500 training without spending a fortune!

Technique	Definition	Paper	Email	Web	Other
Certificates	Create certificates to recognize course completion. Certificates say "Thank You" to participants, provide an on-going reminder of the accomplishment and most importantly advertise the courses to all who see the certificate.	■			
Contests/ Incentives	Hold drawings, provide incentives, do anything that requires people to complete a program to win a prize. Publicize lists of winners in your newsletter or on your web site. This will be useful during the early phases of your program and a way to re-interest those who may not have participated in some time.				■
Customer Survey	Find out what your internal customers think about the program. You might not always have employees complete an assessment/evaluation form after each course; therefore, it is important to get their feedback in other ways.	■	■		
Demonstrations	Instead of waiting for participants to come to you – go to them. Give a demonstration to a work unit and tailor your presentation to include courses that would be useful to employees in their jobs. Let managers know that you are available to attend their staff meetings, etc.				■
Department of the Month/Year	Create a display of available courses, have a course demonstration running, etc. Set the display up in a high traffic area, such as the cafeteria, periodically to remind employees about the availability of the library.				■
Displays	Conduct lunchtime or late afternoon presentations on specific topics highlighting the programs that are available to teach additional information on the topic. Schedule these regularly.				■
Grand Openings	Hold a special event to mark the roll out the library program. Have an executive deliver a speech stressing the importance of the library service in your overall training program.				■





Business Lending Library

Fortune 500 training without spending a fortune!

Technique	Definition	Paper	Email	Web	Other
Individual Meetings with Managers	Take a proactive approach - schedule meetings with managers to learn more about their day-to-day issues and let them know which training courses are available to address their problems and opportunities. This gives you the opportunity to demonstrate to managers how the programs can best be applied in their environment.				■
Potential/New Employee Communication	Work with Human Resources to get an opportunity to discuss library at orientation sessions or include a flyer, etc. in the orientation material. Introduce new and potential employees to available library programs early in their career with your company or use as a selling technique before they even begin.	■			
Performance Appraisals	As part of your performance appraisal process encourage employees to use the library to enhance or improve skills to perform their job functions. Managers can specify that employees check a certain number of courses before their next review, and reward them for any extras over that number. They can also have employees take notes and review what was learned with their manager quarterly				■
Customer Survey	Send a monthly or quarterly newsletter to showcase the library program.	■	■	■	
Demonstrations	Whenever you have contact with employees and managers take a minute to highlight the library. Ask the employee or manager if he is aware of the program and has used the program. If not, take the opportunity to educate them on the availability and benefits of the courses.				■

