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# Quick Reference Guide to Solve the Virtual Training Transformation Challenge

**By Asha Pandey**
Chief Learning Strategist, EI Design

# About the Author

Asha Pandey is the Founder and Chief Learning Strategist at EI Design. She heads the organization's Solution Architecting and Innovation mandates. She brings in her experience of 18+ years to help EI Design customers transform their learning and keep pace with the changing workplace dynamics. She also heads EI Design's newly launched **Learning Consulting practice.**

A regular writer for various global Learning forums, Asha is one of the most recognized thought leaders in the industry. She also shares her insights regularly on a range of topics on her blog at https://www.eidesign.net/insights/.

# Preface

The COVID-19 pandemic has changed the workplace dynamics, and we are now witnessing the “new normal” of remote operations. While the percentage of remote learners may change over time, it will clearly be an integral component of the workplace in the future.

The high impact of the trainer-led classroom sessions is difficult to match when the entire audience is working remotely. However, by adopting the right tips and strategies that engage the remote learners, this goal can be successfully met through Virtual Trainings.

In this Quick Reference Guide, I have shared toolkits and best practices along with tips and strategies that will help you improve the remote learner engagement quotient and enable you to futureproof your Virtual Training programs.

**Read on!**

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# **Section 1** - Embarking on the Virtual Training Transformation

## Section 1 - Embarking on the Virtual Training Transformation

From a temporary arrangement to offer Work From Home (WFH) for the employees, organizations are now realigning their approach to factor for WFH as a long-term approach. The workplace of the future will need to have this flexibility and agility to dynamically align the workforce to the changing situation.

With remote working, the associated aspect of what strategies should be adopted for effective remote learning comes in. Given the fact that classroom-based training may not be feasible for the near future, how should this be flipped efficiently into a remote mode that offers the same value.

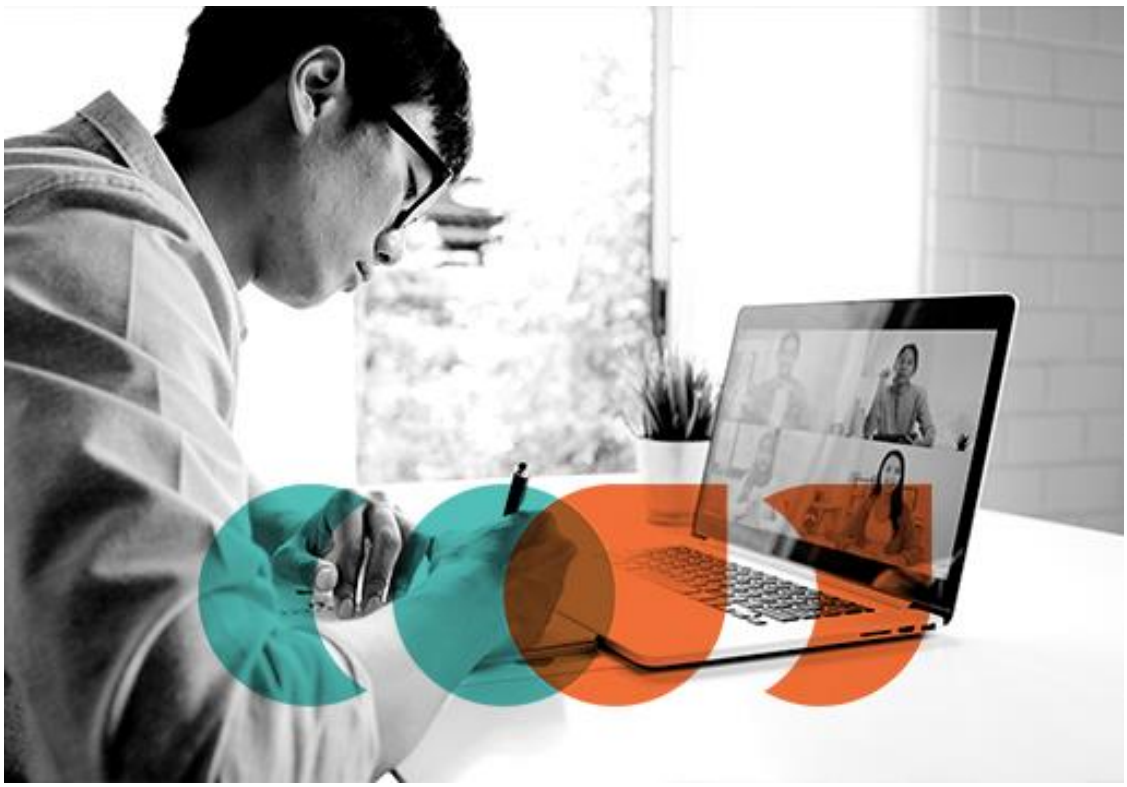
The answer lies in adopting Virtual Training - The classic definition of Virtual Instructor-Led Training (VILT) is where instructors and learners connect remotely. Whereas, the prevailing trend in the changed workplace dynamics is where Virtual Training is seen as a learning journey – from ILT to VILT or a Blended 2.0 mode (Fully Virtual mode) or a Fully Self-paced Online mode.

## 1.1 | Approaches to Deliver Highly Impactful Virtual Training

Implementing highly engaging and impactful Virtual Training requires a phased approach and often a combination of approaches to move your existing ILT content to a virtual mode.

Here are 5 approaches to consider on the journey to transitioning from ILT to VILT/Blended/Self-paced Online Trainings:

1. **Move ILT to VILT:** You would be able to transition some training programs from a 100% face-to-face session to Virtual Training where the sessions are delivered by the instructor virtually. It makes sense to offer the Pre and Post session material online.



## 1.1 | Approaches to Deliver Highly Impactful Virtual Training

2. **Enrich and enhance VILT:** You can offer interactions and collaboration through platforms as you transition from ILT to Virtual Training in the VILT mode.

   a. These could include polling questions, breakout group tasks, virtual chats, virtual discussions, and so on.

   b. You could further enrich the session by offering online resources (prior to and post the VILT sessions).

   c. You can retain the connect between learners and with the instructor through virtual forums.

## 1.1 | Approaches to Deliver Highly Impactful Virtual Training

3. **Repurpose VILT session recordings:** Once the Virtual Training (VILT session) is completed, its recording can be made available to the learners so that they can review and reuse it at their own pace.

   a. You can re-purpose the longer duration session recordings into a series of Microlearning nuggets by adding Intros, Outros, and Assessments.

   b. Not only does this approach make the learning shorter and bite-sized, these nuggets can also be SCORM-compliant.

   c. With this approach, you can track the learner's progress. Based on the assessment scores, personalized feedback can be provided to the learners.

## 1.1 | Approaches to Deliver Highly Impactful Virtual Training

4. **Deliver Blended Learning:** You also have the option to blend VILT with Self-paced Online Training (Mobile Learning). This enables learners with a greater control of their learning journey. There are interesting variants that can be added to the Blended mode. One of them is the **Flipped Classroom** – where learners watch an online session (VILT – that is live or recorded) and collaborate and have discussions or activities with peers online.

## 1.1 | Approaches to Deliver Highly Impactful Virtual Training

5. **Transition to Fully Self-paced Training:** Today, you have a wide range of options to offer Virtual Training by going Fully Online and offering completely Self-paced Training, in a Mobile Learning format.

   a. You can opt for its more traditional format (Macrolearning) or a series of shorter, bite-sized Microlearning.

   b. Furthermore, you can opt for Rapid/Semi-Custom/Fully custom approaches for development to match your budget and the desired learning experience.

   c. Make sure to leverage different learning strategies that create sticky learning and facilitate effective application - including customized learning plans, frequent progress check-ins, review and recall elements, and learning analytics-driven counseling and support.

# **Section 2** - Creating High-impact Virtual Trainings – Toolkits and Best Practices for Virtual Training Transformation

## Section 2 - Creating High-impact Virtual Trainings – Toolkits and Best Practices for Virtual Training Transformation

If this is the first time you are moving to Virtual Training or you are looking at rapid acceleration of your classroom training to the virtual mode, designing and delivering a high-impact Virtual Training for remote learners is a tall order.

To help you manage this transition, I share toolkits and best practices you can adopt as you transition or gradually transform your classroom/ILT training to:

1. Virtual Instructor-Led Training (VILT) mode – Delivered in the Synchronous or Asynchronous mode.
2. Blended mode.
3. Fully Self-paced/Online (eLearning/Mobile Learning) mode.

## 2.1 | Toolkit #1 - When the Entire ILT Session is Converted to a VILT Mode

1. **Create manageable milestones:** Create shorter and manageable chunks.
2. **Look out for the right option as you remap the ILT to VILT:**
   a. **A series of sessions** - with each session not exceeding 30-45 mins.
   b. **A learning journey** with live sessions, breakout sessions, activities, re-grouping, and interactions with peers/facilitator.
3. **Highlight the value of the Virtual Training:** Use short nuggets (Microlearning Videos/Infographics or even simple Newsletters) as a precursor to showcase the value of the Virtual Training and generate higher engagement.
4. **Learner interaction:** Re-mapping the existing classroom interactions to the new medium through platform features like:
   a. Polling questions and chats.
   b. Breakout sessions, exercises, and re-grouping with remote learners' presentations.
   c. Multiple virtual sessions over a period with interjections of supporting materials or exercises.
   d. Interactive quizzes that can be tracked if the VILT session delivery is integrated through an LMS.

## 2.1 | Toolkit #1 - When the Entire ILT Session is Converted to a VILT Mode

5. **Reward learners:** Rewarding remote learners with a certification is a motivator to:
    a. Complete a program.
    b. Look out for more Virtual Trainings in the future.
6. **Social Learning:** Offering platforms to discuss and collaborate using chats, discussion boards, breakout rooms, and peer-to-peer feedback.
7. **Continue the connect with remote learners:** Retain the connect with remote learners by facilitating sessions between other team members or with the facilitator/instructor.
8. **Take feedback for continuous improvement:** Virtual Training is a moving target - Take feedback to improve and hit the desired engagement quotient.

## 2.2 | Toolkit #2 - When the ILT Session Is Converted to a Blended/Fully Self-paced, Online Mode

1. **Device agnostic learning:** Mobile-friendly or Mobile-first designs are a must for seamless learning across desktops/laptops to tablets/smartphones.
2. **Personalized learning:**
   a. Microlearning based learning paths (with varied formats to suit different learning styles).
   b. Curated learning (both Formal and Informal Training assets).

## 2.2 | Toolkit #2 - When the ILT Session Is Converted to a Blended/Fully Self-paced, Online Mode

3. **Leverage Microlearning and action-oriented learning:**
   a. This is engaging for remote learners as it is easy to learn and apply.
   b. Furthermore, you can engage the remote learners by offering spaced repetition for practice, proficiency gain, and meet the tougher goal of behavioral change.
4. **Immersive strategies:** VR/AR, Gamification, Scenario/Branching Scenarios Based Learning, Interactive Story Based Learning, and Video and Interactive Video Based Learning for guaranteed engagement (could be one or more combination).

## 2.2 | Toolkit #2 - When the ILT Session Is Converted to a Blended/Fully Self-paced, Online Mode

5. **Use brief and relevant content:** When it comes to Virtual Training, some remote learners take time to tune in.
   a. By keeping the journey intuitive, precise, and relevant, you will have their attention and higher engagement.
   b. Variety in learning formats will motivate learners to explore more in the Virtual Training programs.
6. **Have meaningful interactions:** The days of mere "activities" to engage learners are over.
   a. Learners demand interactions that make a compelling impact and offer value.
   b. Add interesting questions that probe and push remote learners to pause and think.

## 2.2 | Toolkit #2 - When the ILT Session Is Converted to a Blended/Fully Self-paced, Online Mode

7. **Just-in-time learning aids:** It is not enough to provide Formal Training assets - what should the remote learners do when they encounter a problem late at night? Integrate job aids within their workflow.
   a. Combination of just-in-time learning aids/job aids like cheat sheets, ready reckoners, FAQs, tips, and so on.
   b. Easy access to learning aids/job aids within the workflow for aid at the moment of need.
8. **Retain the connect with remote learners:** Even after the completion of a Virtual Training program through the following:
   a. Curated information to support the initial program.
   b. Keep them posted on what's next.
   c. Nudge them toward Self-Directed and continuous learning.

## 2.3 Best Practices for a Virtual Instructor-Led Training (VILT) Mode

In the changed workplace dynamics triggered by COVID-19, VILT is the only option to handle your classroom/ILT sessions. This can be done in two modes:

- Synchronous mode - connects or live sessions.
- Asynchronous mode - connects via online access to VILT recordings and supporting collateral (prep material and hand-outs).

However, it is crucial to note that the ILT sessions, which held learners' interest and generated highly interactive and high-impact trainings, cannot be mapped directly to a VILT mode. For instance, the remote learners are not likely to sit through a 7-hour long VILT session – even when it is from the same trainer who was delivering the ILT session. Instead, you need to plan as follows:

- Schedule multiple sessions (not exceeding 30-45 mins) offered via a learning path.
- Interject the learning journey with interactions, group exercises, peer interactions, and one-on-one interactions with the trainer to match the ILT session.
- Move some of the ILT content to online resources.

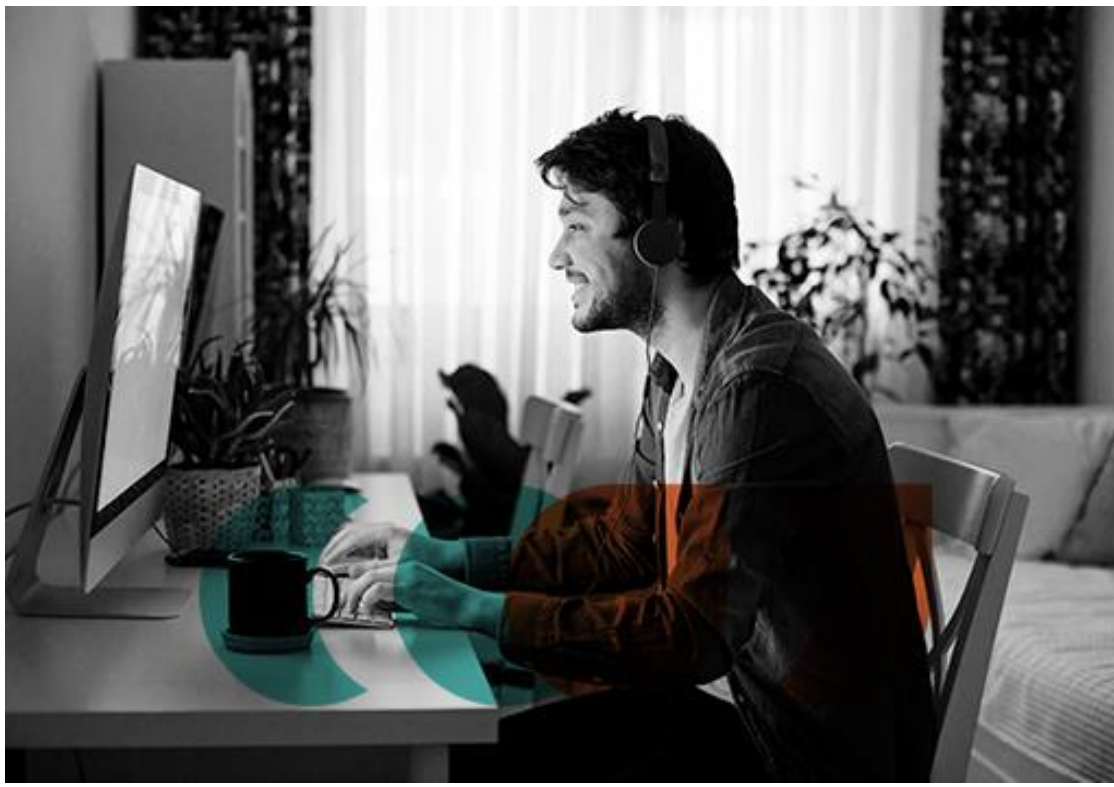
## 2.3 Best Practices for a Virtual Instructor-Led Training (VILT) Mode

**Here are some best practices to make your Virtual Instructor-Led Training work.**

1. Ensure you have a feature-rich modern platform for your Virtual Classroom or VILT. An ideal one would support easy access, screen share, integration of different learning assets, polling, hand raising, breakout areas, and so on. You can also integrate highly immersive interactions like Whiteboarding, Design Thinking, and Game based activities.
2. Limit your session to a maximum of 45 mins (preferably for 30 mins) with a break planned in between. Keep some buffer to cover any unprecedented time loss during the session.
3. Use open polls, status options, chat boxes, breakout areas, and similar features to make the session interactive and engaging.
4. Have the session rules laid out in simple and clear sentences. This may include directions for breakout rooms, use of whiteboards, chats, and audio and video devices.

## 2.3 Best Practices for a Virtual Instructor-Led Training (VILT) Mode

5. Encourage all participants to dial in even if they are connected through VoIP. This will help avoid any complications that may occur due to poor Internet connection. Provide the pre and post session resources online along with the recording of the session that learners can peruse.
6. Use a good microphone or headset. Encourage learners to use audio options.
7. Do not overload your slides with excess information. Use minimal text on the screen and spell out the rest yourself, so that they stay hooked.
8. Keep animations to a minimum as they can be tricky during the online presentation.



## 2.4 Best Practices for a Blended Mode

Blended Learning combines the best of two modes, that is, VILT sessions with Self-paced and Self-Directed Online Learning. A median offering of the two modes, Blended Learning is often the optimal mode for Virtual Training.

**Here are some best practices to help you build an effective Blended Learning Solution**

1. Begin by creating the overall learning journey first - Identify which training components should be handled in the facilitated mode and which should be converted to Self-paced and Self-Directed Online Training (Mobile Learning) mode.
2. Remember that you cannot map the duration of the ILT components one-on-one to VILT. You need to break them down into shorter online sessions and interweave online assets in the overall Virtual Learning journey.
3. Enrich the VILT sessions with similar interactions that were part of the classroom/ILT mode.
4. Personalize the learning journey.

## 2.4 Best Practices for a Blended Mode

5. Factor for online access of the VILT sessions and, additionally, plan for re-purposing each session into a Microlearning format – add Intros, Outros, and Assessments to each. This will encourage virtual consumption and help learners clear each learning outcome at their own pace.
6. Determine optimal assessment strategies that will help evaluate the overall learner performance as well as provide adequate participation hooks throughout the training.
7. Provide online resources including useful tips, references, and job aids they can refer to on the go post the training sessions.
8. Plan to leverage the learning with others (Social Learning) - with peers as well as with facilitators/experts. You can use techniques like forums, threaded discussions (including moderated ones), sharing and commenting, and so on.

## 2.5 | Best Practices for a Fully Self-paced/Online (eLearning/Mobile Learning) Mode

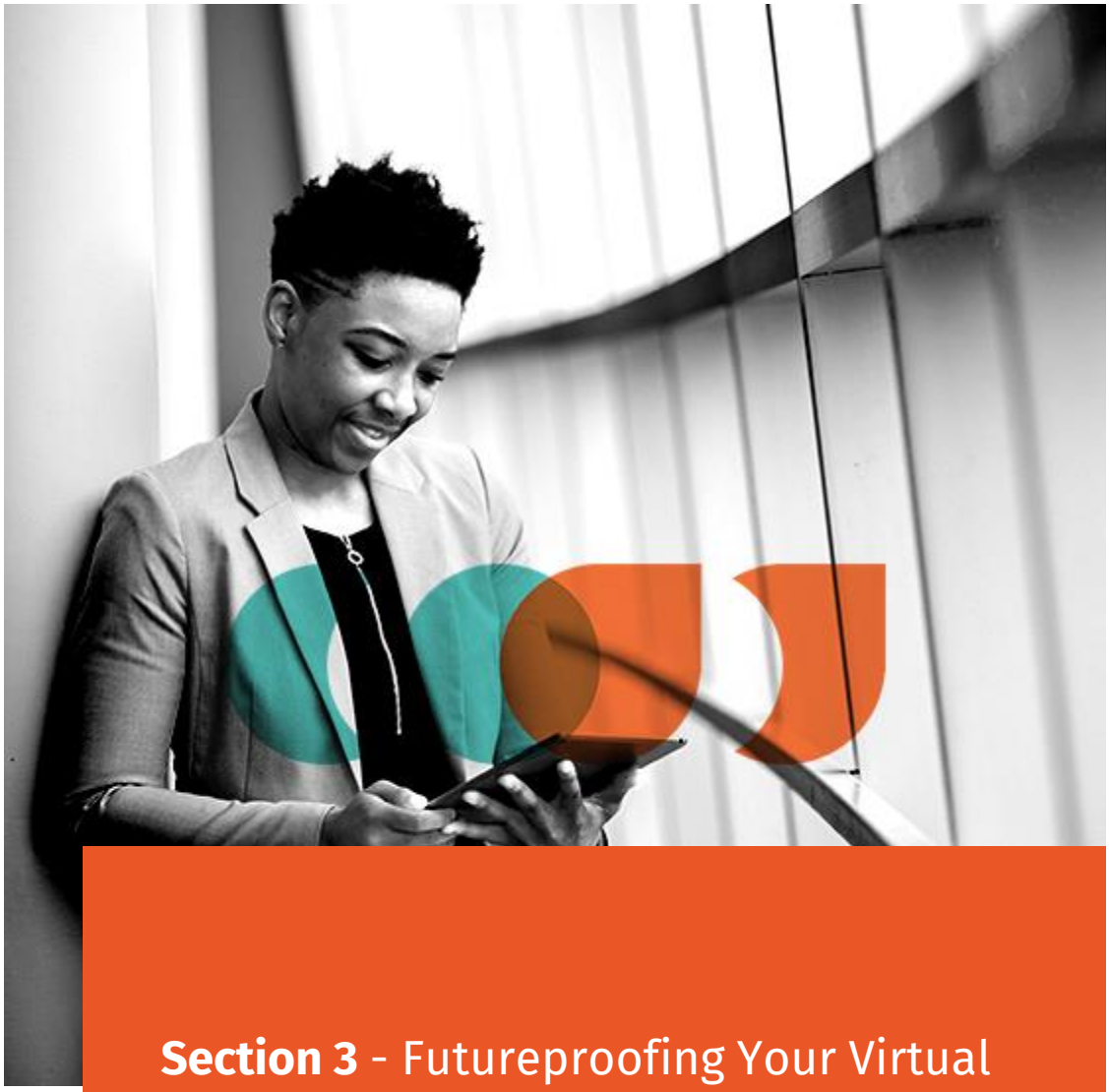
Self-paced Learning today includes both eLearning and Mobile Learning. In today's context, Mobile Learning is a "must have" to support your remote learners.

**Here are some best practices that will create the difference by matching the delivery to what the learners want.**

1. Go Micro - Chunk the content into smaller bite-sized pieces.
2. Leverage Microlearning based learning paths and adopt immersive, high-impact strategies ranging from AR/VR, Gamification, Scenario Based Learning, and Interactive Story Based Learning. In particular, invest in Video and Interactive Video Based Learning.
3. Tailor the learning journey to suit your learners' specific needs – keep it relevant and personalized.
4. Make sure that the learning journey has a combination of Formal Learning courses as well as resources that they can use at the time of their need.

## 2.5 | Best Practices for a Fully Self-paced/Online (eLearning/Mobile Learning) Mode

5. Plan the learning journey to have Microlearning nuggets that enable learners to:
   - Learn.
   - Apply.
   - Practice.
   - Challenge them to review/refresh or move up the proficiency level.
6. Factor for just-in-time learning aids that they can access when they are stuck/need help in solving a problem.
7. Create learning journeys that map the learners' interests, aspirations, and can help them as "career pathways."
8. Leverage curation to keep them connected, enabling continuous learning.



# **Section 3** - Futureproofing Your Virtual Training Transformation Strategy

## Section 3 - Futureproofing Your Virtual Training Transformation Strategy

As organizations invest on large scale Virtual Training Transformation, there is strong need to assess how this investment can be futureproofed. While there are several measures that must be in place, I am sharing following three key steps that would certainly help:

**Step 1 -** Realign the L&D strategy for Virtual Training Transformation.

**Step 2 -** Invest on creating immersive Virtual Learning Experiences.

**Step 3 -** Add measures to sustain the momentum.

## 3.1 | Step 1 - Realign the L&D strategy for Virtual Training Transformation

As I have already highlighted, the Virtual Training Transformation journey needs a holistic re-think and recharting of the way forward. Here are a few aspects that will help you put together a strategy for success.

1. **Redo the Training Needs Analysis and match the right mode to each training component.**
2. **Create a master transition** plan of classroom/ILT sessions to the VILT or Blended or Online mode.
3. **Factor for change management and technology pieces:**
    a. Adaptability of all parties (training teams and learners) to the changed dynamics.
    b. Adoption of the correct pedagogy that will drive learning, its application, and behavioral change through training - without the physical intervention of a trainer.
    c. Technology and accessibility issues for remote learners.
    d. Identify the functions and features of available virtual delivery platforms.

## 3.1 | Step 1 - Realign the L&D strategy for Virtual Training Transformation

4. **Draw up a long-term, sustainable action** plan to ascertain:
   a. The effectiveness of the training in the new mode.
   b. The demonstrable value for learners and business – matching or exceeding what was being met in the classroom/ILT mode.
   c. Measuring the training impact – through L&D Metrics and Business Metrics.
5. **Follow-ups:** The goal of any training is to change behavior, and this is best accomplished when:
   a. There are follow-up assignments, like labs and practice.
   b. There is room for practice - coupled with expert feedback.

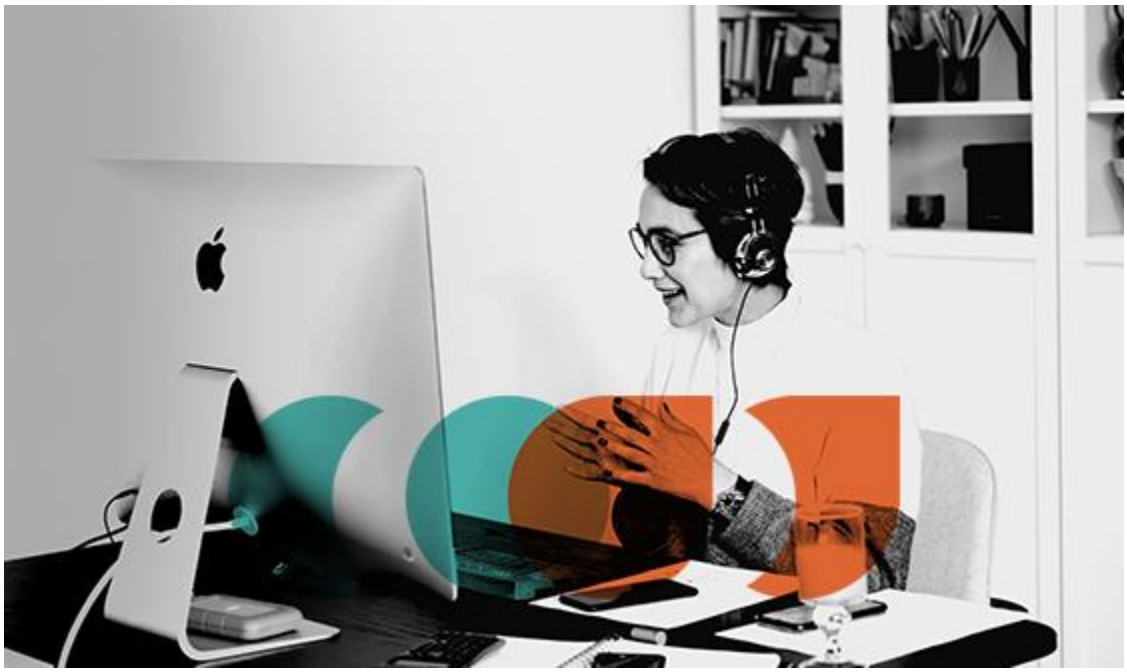
## 3.2 | Step 2 - Invest on Creating Immersive Virtual Learning Experiences

Virtual Learning entails a different training paradigm, one where learners are fully immersed in the learning - more so than other training forms. The COVID-19 crisis makes delivering immersive Virtual Learning experiences even more imperative.

Connecting with distant learners, and keeping them engaged throughout the learning journey, is a challenge for L&D professionals. For corporate learners, the ongoing COVID-19 pandemic has created an additional challenge - How to make the best of training from the comforts of your living room or home-office, as opposed to the desk in your work cubicle.

This new learning environment means trainers need to work “differently” to keep learners engaged. And, given that this non-traditional learning environment requires an equally “non-traditional” training approach, L&D teams must look at offering more immersive Virtual Learning experiences.

## 3.2 | Step 2 - Invest on Creating Immersive Virtual Learning Experiences



**Tips and Strategies to Create Immersive Virtual Learning Experiences**

The transitioning from classroom-based training to 100% online, immersive Virtual Learning must be gradual, and each phase of transition demands different approaches to create immersive Virtual Learning experiences. For instance:

- Initially, your strategy must support the **switch from Instructor-Led Training (ILT) to largely Virtual Instructor-Led Training (VILT).**
    - **Tip 1:** At this stage, you need to map the interaction and participation techniques used in the classroom setting to what the VILT delivery platform enables you to do.
    - **Tip 2:** You can also identify new interactions that are now feasible – that wasn't the case with the classroom mode.

## 3.2 | Step 2 - Invest on Creating Immersive Virtual Learning Experiences

- Over time, you'll transition to a Blended mode, with employees learning largely on their own (Self-paced), but also supported by VILT when required. This would require a different set of strategies.
    - **Tip 1:** At this stage, not only can you leverage the interaction and collaboration features of the VILT delivery platform, you can also augment them with the wide-ranging immersive techniques that Self-paced training offers.
    - **Tip 2:** You can opt for Mobile Learning or Mobile Apps for learning and offer a Microlearning based learning journey that can be personalized. Additionally, you can pick from wide-ranging strategies, including Gamification; Scenario Based Learning; Complex, Branching Simulations; or go for super immersive techniques like AR/VR techniques.

## 3.2 | Step 2 - Invest on Creating Immersive Virtual Learning Experiences

- As you then move to **Fully Online Virtual Training**, there'll be intermediate phases where you enhance, enrich, and re-purpose content throughout your journey to create immersive Virtual Learning experiences.
    - **Tip 1:** As highlighted above, you can pick from any of the abovesaid strategies to create immersive Virtual Learning.
    - **Tip 2:** Additionally, you can offer connects to the learners that help in reinforcement, practice, proficiency gain, and so on.

## 3.3 | Step 3 - Add Measures to Sustain the Momentum

To create effective and immersive Virtual Learning experiences, consider leveraging a Learning and Performance Ecosystem for your workforce and provide value-adds in their learning journey through the following:

1. **Capture attention about training opportunities** - Leverage Newsletters and Teaser Videos to highlight the significance of the initiative.
2. **Build awareness around What's In It For Me (WIIFM)** - Highlight what is the value this training will provide to learners.
3. **For Formal Training (Online Training),** opt for immersive learning strategies like Gamification, AR/VR, Scenario Based Learning, Interactive Story Based Learning, Branching Scenarios, and Complex Decision-making Simulations. Opt for the Blended mode to achieve optimal impact.
4. **Augment Formal Training** with Performance Support Tools (PSTs) or job aids - For knowledge application/assisting the learners at the moment of need.

## 3.3 Step 3 - Add Measures to Sustain the Momentum

5. **Post the training:**
    a. Reinforce learning to minimize knowledge erosion (addressing the forgetting curve).
    b. Continually challenge workers with more complex and advanced learning content.
    c. Provide practice zones where learners can hone their skills.
    d. Reconnects - Additional cues through related curated assets to keep the learning journey going.
6. **Offer Social or Collaborative Learning** opportunities so learners can learn through peer networking and other group forums – both within and outside of the work environment.

The unique capabilities of an immersive Virtual Learning experience help seamlessly connect learners with a broad array of learning content, best practice processes, and supporting tools. They provide a richer and holistic approach to delivering Virtual Training, which helps enhance workforce performance.

# Summary

The new remote learning environment needs L&D teams to work “differently” to keep remote learners engaged and they must look at offering more immersive Virtual Learning experiences.

- Before embarking on a path to create immersive Virtual Learning experiences, it’s important to put together a strategy for success.
- L&D professionals must undertake a detailed learning resource audit to identify content changes to support immersive learning.
- Next, they should make decisions about appropriate technologies and learning platforms.
- And, finally, they must ensure that the L&D teams as well as frontline support staff receive adequate training to support the new solution.

I hope this Quick Reference Guide will be a useful asset in your successful Virtual Training Transformation. Do take a look at related assets in the Read More section.

## Read More

- Webinar: Blended Learning 2.0: Transforming Training for the New Workplace
- 5 Amazingly Effective Strategies to Convert Your ILT Program to High-impact Virtual Training
- 4 Examples of Using Blended Learning 2.0 Approach for Corporate Training
- How to Align Your Remote Learning Assessment Strategy to a Learning and Performance Ecosystem
- 9 Strategies to Encourage and Drive Informal Learning in a Remote Working Environment
- 3 Microlearning Strategies to Promote Learning in the Flow of Work
- Demos
- Insights

# About EI Design

EI Design is a leading **Learning and Performance Support solutions** provider that thrives on **transforming learning**—keeping it relevant, impactful, and continuous.

As a learning experience design company, we partner with our customers in their digital transformation journey and help them futureproof their training. We help them deliver high-impact Learning and Performance Support solutions that offer a high engagement quotient, drive employee performance, and deliver high ROI for the learner, business, and organization.

With nearly two decades of experience behind us, we have enhanced our portfolio to offer **Learning and Performance Consulting services**. This marks our transition from being a successful learning strategy and solutions company to becoming a knowledge leader and a learning experience strategic consultant.

Our compelling training strategies offer the **"triad of value"** to our customers:

- Creating "sticky" learning experience.
- Enabling effective application on the job.
- Driving change in thinking and behavioral change.

# About EI Design

Being one of the few companies to use Predictive Learnability to create sticky learning experiences, we are doing ground-breaking work in Mobile Learning, Immersive Learning Strategies (notably, VR and AR for learning), and **Behavioral Transformation.**

Over the last 18 years, we have serviced several Fortune 500 companies and large enterprises from over 24 countries and 26 industry verticals.

**Focus on Creating Value for Both Learners and Business**

The online training design and delivery needs to match the way modern learners want to learn. EI Design partners with L&D teams as they re-align their current strategies due to the changed workplace dynamics with solutions that:

- Meet modern learner needs and create effective learning experiences.
- Match the business expectations by meeting the desired business KPIs.
- Create high ROI.

# About EI Design

**EI Design won 6 coveted Brandon Hall Group HCM Excellence Awards in 2020. They were recognized for their excellence in Custom Content, Compliance Training, Blended Learning, and New Hire Onboarding Program.**

EI Design has been on the top of the list for several global rankings in 2020, including:

- **#1** in the **Top Content Providers for Custom eLearning.**
- **Gold** in the **Top eLearning Content Development Companies.**
- **#1** in the **Top eLearning Gamification Companies.**
- **#1** in the **Top Content Providers for Mobile Learning.**
- **#1** in the **Top Content Providers for Employee Onboarding.**
- **#2** in the **Top Content Providers for Blended Learning.**
- **#3** in the **Best Content Development Companies for Virtual Training Programs.**
- **#3** in the **Top Content Providers for Rapid eLearning.**
- **#5** in the **Top Content Providers for Scenario-based Learning.**

EI Design also got featured in the 2020 **Custom Content Development Watch List Company by Training Industry.**

# Contact Us

**Looking at adopting new ways to enhance your Learning Strategy? EI Design can help you with that and more!**

EI Design's comprehensive portfolio of services is not limited to Formal Training alone but will enable you to drive employee performance and bring in behavioral change.

**Training Delivery**
- Mobile Learning.
- Microlearning.
- Virtual and Blended Training.
- Mobile Apps for Learning.
- Personalized Learning.
- Localization.

**Immersive Learning**
- Gamification.
- Scenario Based Learning.
- Video Based Learning.
- Story Based Learning.
- Branching Simulations.
- Virtual Reality.
- Augmented Reality.
- Next Gen Strategies.

**Continuous Learning**
- Performance Support Tools.
- Informal Learning.
- Social Learning.
- Self-Directed Learning.
- Content Curation.

**Training Impact and ROI**
- ROI Determination.
- Predictive Learnability.
- Learner Analytics.

**Learning Technologies**
- LXP Expertise.
- LMS Expertise.
- Learning Portals.
- VR Framework.
- Interactive Video Framework.
- Rapid eLearning.
- Flash to HTML5 Migration.

**Training Needs We Address**
- Compliance Training.
- Induction and Onboarding Training.
- Leadership Training.
- Sales Training.
- Application Simulations Training.
- Product Training.
- Soft Skills Training.
- Professional Skills Training.

**Key Learning Consulting Offerings**
- Virtual Training Transformation.
- Measuring Training Effectiveness and Business Impact.
- Technology Migration.

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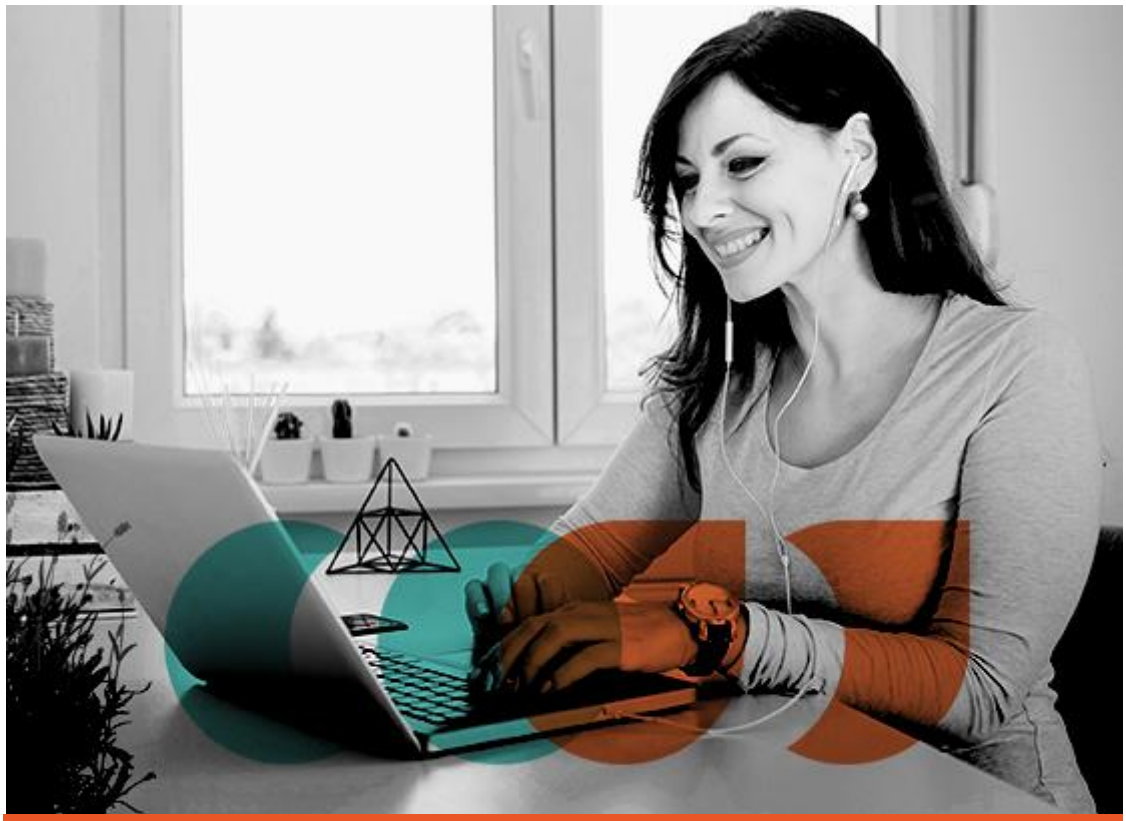

**Contact Asha Pandey**
email: apandey@eidesign.net

**Contact EI Design**
Stay connected on EI Design's social platforms for regular updates.

email: solutions@eidesign.net |
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