



Some Key Success Factors in Web-Based Corporate Training in Brazil: A Multiple Case Study

*Luiz Antonio Joia, Brazilian School of Public and Business Administration of
Getulio Vargas Foundation and Rio de Janeiro State University, Brazil*

*Mário Figueiredo Costa, Brazilian School of Public and Business Administra-
tion of Getulio Vargas Foundation, Brazil*

ABSTRACT

Brazilian companies are increasingly turning to Web-based corporate training by virtue of the fact that they need to train their employees within tight budget constraints in a country of continental dimensions. However, most of these companies do not know what the critical success factors in these endeavors are. Therefore, this article seeks to investigate some key success factors associated with such digital enterprises. In order to achieve this, the multiple case study method is used, whereby two cases, both conducted within the same Brazilian company, leading to opposite outcomes—a success and a failure—are analyzed in depth. The conclusions reached in this article were that goal orientation, source of motivation, and metacognitive support were the three critical dimensions in these two Web-based corporate training programs under analysis. Lastly, some managerial implications of these results are outlined.

Keywords: assessment of e-learning initiatives; Brazil; computer-based training; distance learning; e-learning; Web-based instruction; Web-based training

INTRODUCTION

Nowadays, market dynamics are becoming increasingly intense due to new strategic orientations and the pressing need for businesses to adapt themselves to new business models and regulatory

frameworks. For this reason, it is of paramount importance for companies to become agile, as well as achieve low costs and high returns on investment associated with their employee training programs. On the other hand,

the increasing speed of obsolescence in training content, plus the high costs of face-to-face training programs, as well as the logistic hurdles linked with their deployment—mainly in firms operating in countries of continental dimensions (like Brazil)—are major barriers to the implementation of such face-to-face training programs.

Another aspect is that information technology (IT) is changing the way people search, locate, access, and retrieve available knowledge, as well as altering the learning process and the way training is conducted (Hodgins, 2000). While employees take charge of their own learning process and professional development, the employers face new challenges in training and retaining teams with in-depth knowledge about their business (Hodgins, 2000).

It is in this context of rapid change, with massive information loads and the search for training programs, that Web-based corporate distance training comes into its own. Information technology can solve most of the problems associated with the hitherto existing employee training undertakings, enabling the implementation of corporate distance training programs (Rosemberg, 2001).

Despite being a key factor for developing feasible training programs, information technology per se is not a guarantee of success for these endeavors. Most of the time, it must be linked to pedagogical and didactical issues related to them. The specific characteristics of each training program must

be analyzed in depth and considered as relevant as the implementation costs throughout the decision-making process (Clark, 1983).

The structuring of Web-based training programs is no easy task, as according to several scholars, various critical success factors must be taken into consideration (see, for instance, Carey, Mitchell, Peerenboom, & Lytwyn, 1998; Penuel & Roschelle, 1999). In line with this, this article seeks to investigate what these critical factors are through the analysis of two distinct Web-based training programs conducted within the same Brazilian company. Hence, the research question in this article is: “What are the critical success factors associated with the implementation of these two Web-based corporate training programs?”

In order to achieve this goal, this work is structured as follows. First, the first section addresses the theoretical references used in this article. Then, the research method is outlined. After that, the two cases under analysis are described, and in the next section, the results accrued from them are compared. In the last section, the authors present some final comments.

Theoretical References

According to Wilhelmsem (2005) and Huitt and Hummel (2003), there are four knowledge fields associated with distance training, namely psychology, social science, pedagogy, and computer science. Figure 1 depicts how these four areas are interlinked, pointing to the

26 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: www.igi-global.com/article/some-key-success-factors-web/3015

Related Content

Web-Mediated Education and Training Environments: A Review of Personalised Interactive eLearning

Eileen O'Donnell, Catherine Mulwa, Mary Sharp and Vincent P. Wade (2013). *ePedagogy in Online Learning: New Developments in Web Mediated Human Computer Interaction* (pp. 188-207).

www.irma-international.org/chapter/web-mediated-education-training-environments/74980

Quasi-Facial Communication for Online Learning Using 3D Modeling Techniques

Yushun Wang and Yueting Zhuang (2010). *Web-Based Education: Concepts, Methodologies, Tools and Applications* (pp. 727-737).

www.irma-international.org/chapter/quasi-facial-communication-online-learning/41375

Digital Media Performance and Reading Comprehension: A Correlational Study with Brazilian Students

Maria Cristina Azevedo Joly Rodrigues and Ronei Ximenes Martins (2008). *International Journal of Web-Based Learning and Teaching Technologies* (pp. 33-42).

www.irma-international.org/article/digital-media-performance-reading-comprehension/2998

Bug Model Based Intelligent Recommender System with Exclusive Curriculum Sequencing for Learner-Centric Tutoring

Ninni Singh and Neelu Jyothi Ahuja (2019). *International Journal of Web-Based Learning and Teaching Technologies* (pp. 1-25).

www.irma-international.org/article/bug-model-based-intelligent-recommender-system-with-exclusive-curriculum-sequencing-for-learner-centric-tutoring/234369

E-Learning and the Disciplines: Lessons from Applied Linguistics

Mark Kellison Warford (2017). *Handbook of Research on Building, Growing, and Sustaining Quality E-Learning Programs* (pp. 324-340).

www.irma-international.org/chapter/e-learning-and-the-disciplines/165789