



Confederació de Comerç de Catalunya

# The Vision of Entrepreneurs Representatives

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The great development of information technologies, combined with the globalisation of markets, demands radical changes in the way companies are organised, managed and administered and making it absolutely indispensable for workers to become qualified and re-qualified.

Training is, then, a basic and indispensable tool for achieving success in business today.

Nevertheless, most Spanish business companies and employees do not train.

Moreover, most Spanish SMEs employers and employees who go in for it prefer the traditional “face to face” type of training.

E-learning features much more in the training plans of large enterprises than in those of SMEs.

Spanish SMEs tend to outsource training and consultancy services.

Generally speaking, Spanish business and service sector SMEs are wary of change.

When they find an external provider that can give them a useful service, they tend to be loyal to that provider because:

- They have proved efficient
- There exists a traditional lack of knowledge about outsourcing

*E-Learning Quality for SMEs: guidance and counselling* should be aware that penetration into the world of Spanish business and service SMEs will not be easy. This is due to two reasons:

- Low percentage of business SME employees that receive training
- The powerful presence of traditional training methods

It's therefore most important to emphasise the differentiating elements that can make e-learning a more profitable system of training for companies, because we should always remember that businesses are driven by profitability criteria.

Profitability criteria include, amongst others:

- Greater flexibility as regards timetables:

E-learning makes it possible to access training 24 hours a day, 7 days a week (outside working times)

- Greater flexibility as regards place of learning:

All that is needed for e-learning is a computer with Internet connection (no need to travel)

- Training is easier to monitor and control :  
E-learning makes it possible to supervise the participation and development of each individual participant
- Greater flexibility as regards content:  
E-learning is easier to adapt to the individual's needs and learning speed, whatever their age or professional qualification

And, finally, one of the most important criteria for a business:

- Lower costs - higher profits

Economic evaluation of return on investment in training can help to promote interest in e-learning

We believe that one of the most positive and innovative aspects of the project is the ROI Methodology and e-learning Calculator for SMEs, because it introduces business to ROI calculation and enables them to make an economic comparison between traditional training and e-learning.

The ROI methodology focuses not only on the economic cost of courses, but also on improvements in workers' professional activities, which generate improved performance and higher profits for the business such as, for example, increased sales, the basic economic criterion for a trade or service-sector company.

The ROI methodology can be applied before training action begins, and can be used as a marketing tool by training consultants and providers, promoting the use of on-line courses.

Applied prior to the training action, it enables the user to ascertain in advance the ROI for the programme a company plans to introduce, and to compare costs between traditional training and e-learning.

Applied at the conclusion of the training action, it enables the company to calculate its real costs and benefits.

The ROI Methodology and e-learning Calculator has proven to be a highly valid tool for SMEs, particularly those that are very small and have no management specialising in training. This is because the tool not only enables them to calculate the return on their investment in training, but it also encourage them to think about the usefulness of the training undertaken by their works and how this generates benefits for the company.

# Vocational Training for Employment in Spain

Vocational Training for Employment is one of the two vocational training subsystems that exist in Spain.

Its objective is to train workers, both unemployed and in work, to improve their professional skills and personal development.

Vocational Training for Employment is regulated by Royal Decree 395/2007

Vocational Training for Employment is subsidised by the Tripartite Foundation for Training in Employment (FTFE, [www.fundaciontripartita.org](http://www.fundaciontripartita.org)) and the European Social Fund.

Every year, the State General Budget Law assigns resources to be devoted to lifelong training through the State Employment Public Service Budget. These resources are obtained from the Social Security quota for vocational training.

The Tripartite Foundation for Training in Employment is the state body responsible for promoting and implementing public policy with regard to vocational training in employment and labour relations.

## Lifelong Learning Subsystem

Bodies that are involved in and/or manage the organisational structure :

- Tripartite Foundation for Training in Employment
- State Commission on Lifelong Learning
- Sector and Regional Joint Commissions.

Vocational Training for Employment embraces various different training initiatives:

- On-demand training - Training actions by companies and individual training permits
- Supply-side training - Training plans aimed mainly at workers in employment

## On-demand training - Training actions by companies and individual training permits

In company training actions, it is the companies themselves that plan and manage training for their workers.

This is financed by the funds assigned to each company according to the size of its workforce.

The aim of individual training permits is to enable workers to take training courses leading to recognised qualifications, without cost to the company they work for.

## Supply-side training - Training plans aimed mainly at employers and employees on active

The Contract Programme forms part of a training initiative aimed at improving employers and employees skills and qualifications, as well as enabling them to update their skills and to specialise professionally.

Under a Programme Contract, it is the employee and employer who selects the training according to their professional and/or personal needs, without any direct intervention by the company.

Employers and employees register for courses, which are requested and given by employer and union organisations for the different sectors.

These courses are fully subsidised by Tripartite Foundation for Training in Employment and the European Social Fund.

Due to the size of Spanish business and service sector SMEs - more than 96% of Spanish wholesale and retail trading companies have fewer than 10 employees – employers and employees in this sector subscribe to the Programme Contract, as Lifelong Training Actions for companies - are not feasible for micro companies.

The Confederació de Comerç de Catalunya organises a broad programme of training activities focused on micro, small and medium-sized enterprises in the trade, service and tourism industries, annually providing training for thousand employers and employees.

The Confederació de Comerç de Catalunya's Training Department develops, manages and designs training products aimed at employers and employees working for SMEs in the trade and services sectors.

A member of the Confederació de Comerç de Catalunya Training Department staff sits on the Joint Commission on Trade at the State Foundation for Training in Employment, representing both the Spanish Trade Confederation and the Confederació de Comerç de Catalunya.

The Confederació de Comerç de Catalunya is also a member of the Board of the Consortium for Lifelong Training of Catalonia.

A member of the Confederació de Comerç de Catalunya is the national general coordinator for the Programme contract awarded to the Spanish Trade Confederation by the State Foundation for Training in Employment over the 2004 - 2007 period.

Under the Spanish Trade Confederation Programme contract 2004 – 2007, 147.000 employers and employees at trade SMEs were trained.