



**Training Proposal for:
Yahoo! Inc.**

Agreement Number: ET10-0270

Panel Meeting of: **October 23, 2009**

ETP Regional Office: **North Hollywood**

Analyst: M. Paccerelli

PROJECT PROFILE

Contract Type: Priority/Retrainee

Industry Sector(s): Technology/IT

Counties Served: Statewide

Repeat Contractor: Yes No

Union(s): Yes No

Priority Industry: Yes No

No. Employees in CA: 6,676

No. Employees Worldwide: 13,500

Turnover Rate	Manager/ Supervisor
20%	10%

FUNDING DETAIL

Program Costs	Substantial Contribution	Total ETP Funding
\$646,758	\$147,110	\$499,648

In-Kind Contribution
\$859,714

TRAINING PLAN TABLE

Job No.	Job Description (by Contract Type)	Type of Training	Estimated No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	Priority/Retrainee	Business Skills, Computer Skills	313	24-200	0	\$1,096	\$13.48
				Weighted Avg: 87			
2	Priority/Retrainee	Business Skills, Computer Skills	100	24-200	0	\$1,566	\$13.48
				Weighted Avg: 87			

Minimum Wage by County: \$14.18 for Los Angeles, Santa Clara, and San Francisco counties and \$13.48 for San Diego County.

Health Benefits: Yes No This is employer share of cost for healthcare premiums – medical, dental, vision.

Used to meet the Post-Retention Wage?: Yes No

\$3.50 per hour may be used to meet the Post-Retention Wage. Health Benefits can be used to meet a modified ETP Minimum Wage.

Wage Range by Occupation	
Occupation Title	Wage Range
Content Development/Specialist	
Search Marketing Strategists	
Procurement/Finance	
Account Manager	
Sales and Business Development	
Product Manager	
Technical Operations	
Project/Program Manager	
Client Advocate	
Administrative Staff	
Managers and Supervisors	

INTRODUCTION

In this proposal, Yahoo! Inc. (Yahoo) seeks funding for retraining as outlined below:

This will be the third ETP-funded project between Yahoo! Inc. (Yahoo) and Employment Training Panel (ETP).

Yahoo, a global Internet brand, is eligible to provide standard ETP training under Title 22, California Code of Regulations (CCR), Section 4416(a)(3,4) for employers providing services out of state and/or providing services within the state in competition with providers of the same services located outside the state.

Headquartered in Sunnyvale, Yahoo has more than 40 locations worldwide. The locations included in this proposal are the California facilities in Sunnyvale, Santa Monica, Carlsbad, San Francisco, and Burbank.

PROJECT DETAILS

Yahoo began as a student hobby and evolved into a global internet brand that has changed the way people communicate with each other and access, share, and create information. In 1994, David Filo and Jerry Yang started a guide as a way to keep track of their personal interests on the Internet. Before long, they were spending more time on their lists of favorite website links. Eventually, the lists became too long and unwieldy so they broke them into categories. When the categories became too full, they developed subcategories and the core concept behind Yahoo was born.

Before long, hundreds of people were accessing their guide. Realizing that they had a potential business on their hands, Mr. Filo and Mr. Yang incorporated Yahoo in 1996. Since then, the company has grown to become a global Internet brand and one of the most trafficked Internet destinations worldwide.

Many of Yahoo's services are free to its users. It generates revenue by providing marketing services to businesses across the majority of its properties and by establishing paying relationships with users of its premium offerings. The company's offerings to users and businesses fall into five categories: Front Doors, Communities, Search, Communications, Audience, and Connected Life. The majority of its offerings are available globally in more than 20 languages.

According to company representatives, the Internet is evolving at a rapid pace with more users and ad inventory coming online every day. To keep up with this pace, Yahoo is entering a new phase of growth and is strengthening its business by moving from 'product-focus' to 'customer-focus'. Its mission is to connect people to their passions, communities, and the world's knowledge. In doing so, the company intends to be a leader in the transformation of how advertisers and publishers connect to their target audiences. To accomplish this, Yahoo has adopted four key strategic priorities: 1) Expand customer-centric culture and capabilities; 2) Create leading social media environments; 3) Lead in next-generation advertising platforms; and 4) Drive organizational effectiveness and scale. The proposed ETP-funded training will help the company implement these strategic priorities. The training will also allow the company to keep up with the rapid change, converging technologies, and increased competition in the industry. Training will upgrade employee skills and focus on enhancing existing services and development of new services to meet evolving consumer demand for technological innovation. With the proposed training, Yahoo will be well positioned to maintain its edge over competitors and increase its customer base and loyalty.

ETP-funded training will help the company embark on its new phase of growth and strengthen its business. The major focus of this proposal is to implement a formal training program to adapt to a high performance workplace. Employees will be provided training in business and computer skills which will enable them to achieve operational goals, improve work processes, and provide quality customer service.

Computer Skills Even though Yahoo is a technology business, most of the training population is not involved with the development of technology and does not have prior formal education in technology. Contractor's representatives stated that their employees are usually very comfortable using computers, but they are not proficient with web applications. The majority of

the employees are self-taught or only do simple tasks using these applications. Formal training would allow employees to use each application to its fullest.

Business Skills Training will enable staff to focus on attending to the needs of its customers at the point of service. All trainees will learn the tools and techniques needed to improve sales, communication skills, project management, time management, leadership skills, and customer service which will increase satisfaction in its existing and potential customers.

Commitment to Training

Yahoo company representatives state that ETP funds will not displace its existing financial commitment to training. Indeed, Yahoo anticipates that the opportunity for enhanced training made possible by ETP funds will encourage an ongoing financial commitment in this area.

Yahoo company representatives state that safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

Substantial Contribution

Yahoo is a repeat contractor with payment earned in excess of \$250,000 at the Burbank facility within the past five years. (See Prior Project Table.) Accordingly, reimbursement for trainees at the Burbank facility in Job Number 1 will be reduced by 30% to reflect the company's \$147,110 Substantial Contribution to the cost of training. Job Number 2, for training at facilities other than Burbank. The Panel's September 25, 2009 action requires that applicants be assessed the maximum Substantial Contribution so the Substantial Contribution has been increased from 15% to 30%.

RECOMMENDATION

For the reasons set forth above, staff recommends approval of this proposal.

PRIOR PROJECTS

The following table summarizes performance by the company under ETP Agreements that were completed within the last five years:

Agreement No.	Location (City)	Term	Approved Amount	Payment Earned
ET08-0199	Statewide	09/05/07 – 09/04/09	\$1,000,692	\$ 823,553.28 (82%)
ET05-0222	Statewide	12/31/04- 12/30/06	\$234,520	\$225,762 (96%)

DEVELOPMENT SERVICES

The company retained The Enterprise U (TEU) in Burbank to assist with development of this proposal for a flat fee of \$5,000.

ADMINISTRATIVE SERVICES

The company also retained TEU to perform administrative services in connection with this proposal for an amount, not to exceed 13% of payment earned.

TRAINING VENDORS

To Be Determined

Exhibit B: Menu Curriculum**Class/Lab Hours**

24- 200

Trainees will receive any of the following:

BUSINESS SKILLS

- Sales and Marketing Tools and Techniques
- Web Analytics
- Web Hosting
- Campaign Optimization
- Customer Solutions
- Merchant Solutions
- Reviewing Content
- Content Development
- Click Activity Research
- Editorial Tasks
- Network/Traffic Quality and Process/Content Guidelines
- Quality of Service Best Practices
- Fraud and Adult Team Guidelines and Updates
- Team Meetings and Guideline Updates
- Risk Mitigation and Risk Review
- Domain Blocking, Routing, and Classification
- Creative Troubleshooting and Problem Solving
- Value Review Updates
- Partner Quality and Compliance
- Mobile Processes and Guidelines
- Ad Filtering
- Tools (SMD, Ad Apps, BoBcat, Marketing Solutions Center)
- Effective Communication (Written and Verbal)
- Presentation Skills
- Managing Time and Priorities
- Competitive Product, Market, and Technology Knowledge
- Project Management
- Customer Service
- Teambuilding
- Leadership Skills
- Interpersonal Skills
- Strategic and Innovative Thinking
- Financial Management
- Effective Decision-Making
- Effective Goal-Setting
- Navigating Through Change
- Negotiating Skills

COMPUTER SKILLS

- Intermediate and Advanced Microsoft Office Suite and Data Tools (Word, Excel, Outlook, PowerPoint, Access, Project)
 - Access Tables and Queries
 - Excel Functions and Formulas
 - Excel Macros
 - Excel Pivot Tables
 - Excel Data Tools
 - Excel Shortcuts, Functions, Graphs, and Automation
 - PowerPoint Mastering Presentations
 - PowerPoint Advanced
 - PowerPoint Animation
 - PowerPoint Templates and Master Slides
 - Project Fundamentals
 - SQL Essentials
 - MySQL
- Graphics Applications and Web Programming Tools
 - Photoshop
 - Flash
 - XML Technologies
 - Cascading Style Sheets
 - HTML
 - JavaScript
 - PHP
 - Twiki Tips
 - Ruby
 - FrontPage
 - Acrobat

Note: Reimbursement for retraining is capped at 200 total training hours per trainee, regardless of delivery method.