

How Xerox reinvented the SAP learning experience for employee users and partner users

A report from the annual Olas customer event 14 Oct 2010

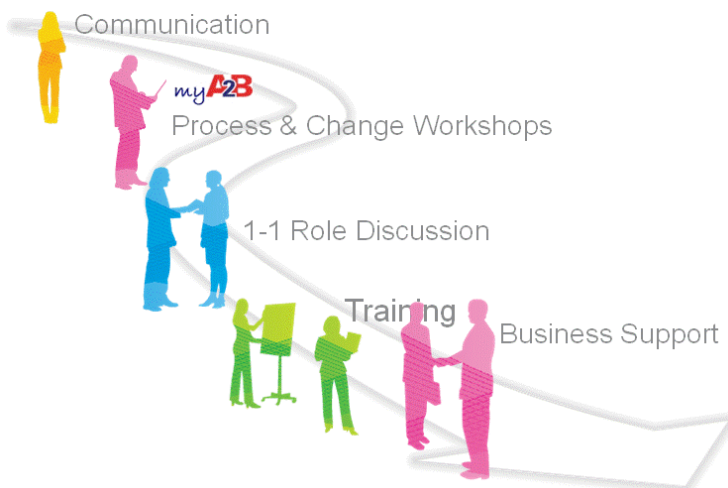
At the annual Olas ERP Change and e-Learning event, Darshna Gorania explained how Xerox Europe had to reinvent the learning experience for employees, and to invent one for partner users.

Few Irish organisations have 100,000 SAP users but many are now serving more and more employees. We are also enticing our suppliers and distributors online too. Maybe we can learn from this large multi award winning¹ SAP roll-out?

The business transformation rolled-out SAP (SRM, HR, FI, CO, SD, BW, PP, MM/IM and CRM) between 2006 and 2009. It included 700 business processes across 16 countries covering 13 languages. The team wanted to improve on previous projects where all training was delivered in classrooms and no refresher training was provided. Moreover they needed to check user competency, to centralise and validate training and support materials, and to structure the change management and training activities to include feedback and evaluations.

The result was an ambitious employee learning experience (see illustration) that took the employee from “A to B” over an extended

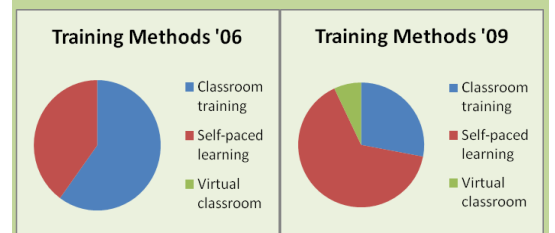
Xerox employee learning experience



period that included initial communications, process and change



As the SAP programme progressed, so did the team’s use of training methods: In 2006 they planned to deliver long and complex training in the classroom and to train on simple functionality using self-paced online learning.



The estimates were 60% classroom training, and 40% using self-paced learning, but by 2009 they were delivering only 28% in classrooms, 65% self-paced learning (using Olas/Assima’s ATS and ACMS system-clones and LCMS), and 7% was delivered in virtual classrooms.



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workshops, careful one-to-one discussions about how the change would affect key employees, training (classroom, web-classroom, and self-paced online training) and support to the business after the change.

Another challenge was how to manage the change for the 65,000 users who worked for external companies in the Xerox distribution network.

Having less access to them and no authority, the change management team sculpted a simpler, less invasive process (see illustration).

Xerox third-party provider learning experience



The end result was that partner trainee users take only the self-paced online training at a time of their choice, and do not attend classroom sessions.

¹ The Institute of IT Training's IT Training Awards are designed to recognise and celebrate outstanding examples of high standards, best practice, innovation and excellence within the IT Training industry. This project won 2010 IITD Silver Award Learning Technologies Solution of the Year, plus the 2007 IITD Gold Award External Project of the Year.



About Olas

Founded in 1981 **Olas** is Ireland's only software productivity specialist, providing industry and government with software training on SAP, Business Objects Microsoft and Adobe. Olas also develops e-learning and bespoke applications that improve productivity and reduce costs.

Olas works with 17 of Ireland's top 30 companies.

In relation to project team training, Olas is Ireland's sole SAP Education Partner for SAP and SAP Business Objects, providing scheduled SAP & Business Objects training at its Stillorgan training centre, and on-site. Olas services SAP trainees from Ireland and abroad with SAP's catalogue.

Olas is a subsidiary of UK based Assima plc. Assima provides proprietary tools and professional services to help Fortune 500 companies worldwide to reduce the critical phases of ERP roll outs and improve return on investment.

