

Training – Preparing Users for Change



Square Peg Support

In managing the total Training provision for Project Pioneer, we appointed an expert stream leader with many years' experience in the design and implementation of SAP training programmes. The approach taken involved:

Identifying and prioritising training needs – dividing the training requirements across the eight countries and nine key functional areas into business critical streams, both new and existing processes. Where the business had new staff in roles these were also prioritised

Hiring and allocating expert trainer resource to priority areas – we hired a team of six specialist SAP trainers with expertise in the priority areas, able to hit the ground running and each bringing the appropriate language skills.

Tailoring the training approach – This team of experts then worked with the business to develop strategies to ensure local teams were 'ready willing and able to use the new system'. This involved developing training material for each sub-stream (23 individual courses covering 9 key areas) and non-training team solutions - both conventional and non-conventional.

Delivering and measuring the training – we then managed both the training and non-training team deliverables, measuring results and providing support with other strategies where required. Throughout this stage we proactively managed the business's expectations of what they would experience in training and worked with the business to assist with strategies around implementation of the solution in certain workplaces

The Result

Training was provided to some 400 individuals across the organisation in good time before the transition with some additional just-in-time, post-go-live support available, for instance around month end processes. It's success was demonstrated by smooth business continuity at and beyond cutover, with the business able to use critical processes without difficulty.

Director, Operations Tania Howarth described the success of our training provision thus 'Of all aspects of the programme it has been the least problematic, the most well-delivered and very well received.'

The Challenge

With the separation of Birds Eye Iglo Group (BEIG) from Unilever, the business had to re-platform all its activity from telephony to reporting, across eight European countries. The project, known as Pioneer was change at every level of the organisation.

We needed to provide training for SAP end users across eight countries over two phases in tight timeframes, with restricted budget and lower than required staffing levels.

Several SAP systems were used previously throughout the company and the new system involved different levels of customisation across geographies.

A number of new processes and design changes to existing processes meant staff needed additional training - this was hampered by the loss of staff with expertise in the legacy systems. The training was to be provided in a number of different languages.