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CONSULTING

Creating a Sustainable SAP S/4HANA® Training Strategy

The client is one of the world's leading medical technology companies that develops and produces a diverse array of innovative products and services in three business segments: orthopedics, medical and surgical, and neurotechnology and spine. The company began a phased implementation of SAP S/4HANA as the digital foundation for their global ERP system and engaged Clarkston to manage the training and change management workstreams.

At the start of the SAP S/4HANA project, the client did not have dedicated systems training team and lacked the resources and processes for the ongoing development of training content, training delivery, and training material maintenance. As a part of the SAP S/4HANA training and change management engagement, Clarkston collaborated with the client to develop a sustainable training strategy that provided global, quality, up-to-date training that was scalable with the business, set a foundation for continuous improvement, enabled effective transitions of employees into new roles, and empowered the business to effectively onboard new hires.

Additionally, Clarkston was asked to develop a short-term training operating model for the delivery of end-user training during the deployment of the SAP system. The client used a phased deployment methodology to implement the SAP S/4HANA solution across multiple sites worldwide. The short-term training operating model took into consideration the need to continuously update global materials, support the development of site specific training, retrain previously deployed sites on new or updated system functionality, and ensure that appropriate deployment roles were identified to guarantee success.

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INDUSTRY:

A global medical device and technology manufacturer

INDUSTRY:

Medical Devices

EMPLOYEES:

33,000

REVENUE:

$12.444 billion

PRIMARY OBJECTIVES:

- A short-term training operating model that enabled the successful global delivery of training during the phased deployment of the SAP S/4HANA system across the client's numerous sites worldwide.
- A long-term global training operating model supporting the client's vision for sustainable training with clearly defined roles and responsibilities for all impacted stakeholders and continuous active business involvement.
- Processes that ensure the ongoing maintenance of global training materials while supporting consistent and efficient delivery of training.
- A mechanism to provide visibility to local, site-specific training materials to influence consistency in development and encourage the leveraging of existing training materials where possible.

RESOLUTION:

- Developed a short-term training operating model that ensured support for local sites by skilled training resources at the global project team and included processes to ensure that all sites receive delta training as the system is deployed.
- Created a long-term training operating model establishing a centralized systems' training team focused to support the client's vision of sustainable training. This future-oriented model also allows for the inclusion of global systems training beyond SAP.
- Established efficient, sustainable processes for role-mapping, scheduling, training material creation, system access management, and training delivery.
- Operationalized a process for ongoing updates to training materials as the system undergoes future maintenance and enhancement.
- Constructed a central training document repository to provide visibility to local, site-specific training materials to support knowledge-sharing and collaboration across sites.
- Formed training content development guidelines, naming conventions, and document templates to ensure consistency across training materials.
- Assessed training technology, identified gaps, and provided guidelines on the usage of training technology in the development of training content.

KEY BENEFITS:

As a result of the project, the client achieved:

- Consistency in training creation, maintenance, and delivery to provide a more effective and successful end-user experience,
- A reduction in time to onboard employees as opposed to time-consuming job shadowing, and
- Reduced risks associated with non-compliance attributed to user error as a result of poor training.

Reduction in time required to onboard new employees

Reduction in level one help desk tickets

Total cost of training as a percentage of payroll