

Case Study

CLIENT: SCHERING HEALTH CARE

The Organisation

With annual sales of more than £100 million in the United Kingdom, Schering Health Care is part of a global pharmaceutical company that provides some of the world's most advanced drug therapies. When Schering decided to implement Cognos, a business intelligence application for the company's entire sales force and management teams, the Schering implementation team wanted to ensure that everything ran smoothly and quickly.

A year earlier, Schering had adopted Siebel's customer relationship management (CRM) software to replace the organisation's previous territory management system. The goal for Siebel's CRM application was to enable information-sharing and the analysis of critical business data – among sales representatives, head office functions, and senior managers.

There were a number of lessons learnt by the implementation team during the introduction of the CRM application. The team learnt not to underestimate the time and commitment needed to train employees in a new application, particularly in order to overcome change resistance, and also not to underestimate the time taken to develop and manually produce training manuals.

Some 18 months later, Schering was preparing for another significant enterprise rollout, this time of Cognos PowerPlay®, analytic processing software to analyse large volumes of data, and Visualiser®, a companion software to create data visualisations.

The Challenge

Late in 2003, Schering's Sally Bennett, an internal Human Resources Development Consultant, knew she faced a number of challenges for the next chapter in the company's enterprise application rollout. Bennett wanted to make sure that she applied the lessons learnt from the previous implementation. For Cognos, adoption by all the end-users was imperative.

"Without Cognos, there's just no way for our representatives and business managers to track their sales and activities. Obviously, you need to know where your sales are strong to be able to plan properly," Bennett explained. For the scheduled Cognos implementation, Schering's Human Resource Development (HRD) team wanted to implement a training platform that would ensure user proficiency post launch, and ensure ongoing support.

The Solution

Bennett heard about OnDemand Personal Navigator™ from Larmer Brown, a certified business partner of OnDemand Software. "When I saw the comprehensive functionality offered by OnDemand Personal Navigator, I just wanted to cry," Bennett recalled. "I had put so many hours into developing training manuals in the past, not knowing there was a platform available that could have trained the employees and published an effective training manual for me."

Schering quickly laid plans to roll out Cognos and its OnDemand Personal Navigator training in 2004. The training solution would begin with a 3-hour "Train the Trainer" session for the Schering HRD team, which also included a one-hour session of self-paced learning. Schering HRD planned to use OnDemand Personal Navigator to develop an 80-page training manual, and the team would then deliver 28 hours of classroom training for the 135 employees who would need to learn the Cognos application.

Working to very tight timescales to match business needs left only three weeks to develop content in OnDemand Personal Navigator before the Cognos launch date. This is when OnDemand Software made good on its promise to reduce content development time and to increase time to competency, enabling Schering to increase its software utilisation. Developers from Larmer Brown were resourced to assist Schering in meeting their timelines.

Case Study

CLIENT: SCHERING HEALTH CARE

During the one-day “Train the Trainer” session, Bennett and her colleagues learned how to develop content. The benefits were immediately apparent: OnDemand Personal Navigator streamlined content development. “OnDemand not only runs the training for you, it provides a framework for superior training,” said Bennett. OnDemand Personal Navigator allowed content developers to write content and at the same time, access and revise each screen shot. That meant changes could be made right up until training delivery. “It works brilliantly. You don’t have to know everything in the system to write good content,” added Bennett.

With the help of eight Schering training partners, Schering succeeded in delivering 28 hours of training to 135 end-users. OnDemand Personal Navigator allowed end-users to practice on their own systems, which was critical to the success of the Cognos implementation. Users had particularly wanted simulations so that they could look at real data, and OnDemand Personal Navigator was able to deliver.

The Benefits

When asked to compare the training used in the Cognos rollout with previous enterprise implementations Bennett commented, “You’re talking completely different situations - after previous rollouts, we have had significant initial problems with user proficiency, utilisation, and so on. With OnDemand Personal Navigator, our users were able to learn and understand Cognos business processes quickly and easily, significantly contributing to the success of the implementation. We have OnDemand Personal Navigator to thank for our successful Cognos rollout.”

The result: Greater user adoption, happy end-users and a positive impact on motivation.

The Future

OnDemand’s ease-of-use and the quality of the training has changed the way Schering is approaching future training.

In fact, Schering intends to use OnDemand Personal Navigator when moving to Siebel 7.7 in the near future. Bennett’s team intends to develop content prior to the upgrade, and send it to users prior to the actual training event, enabling employees to train themselves in stages and practice before they get their live system.

“We’ve learnt a lot,” Bennett concluded. “My instinct tells me this upcoming rollout is going to be successful. OnDemand Personal Navigator is helping us to manage the entire change management process.”

This new approach will have another positive result: reduced costs for classroom training. OnDemand Personal Navigator will enable users to access lessons remotely, significantly reducing the travel and training delivery costs associated with classroom training.

About Larmer Brown

Larmer Brown’s primary business objective is to help organisations realise the desired business benefit from their software applications, through successful User Adoption Programmes. Using OnDemand Personal Navigator, we have been providing business transformation, documentation and training services since 1994. Larmer Brown is an OnDemand Software Certified Reseller and their only services partner in EMEA. We are also an Oracle Certified Partner and the only User Productivity Kit preferred services partner.

Larmer Brown Consulting Limited
Hart House
High Street
Hartley Wintney
Hampshire
RG27 8PE

Tel: +44 (0) 1252 607220
Fax: +44 (0) 1252 845094
Web: www.larmerbrown.com