

Kerry's SAP transformation measures up to their L&D beliefs



A report from the annual Olas customer event 18 May 2011 by Ruairi Boland

At the 2011 annual Olas ERP Change Management and Training event, Declan O'Dwyer explained how Kerry Group's training function has reinterpreted the rules of Change Management & Training to deliver a Kerry-style transformation.

Declan explained the background to the growth of Kerry Group from its Dairy roots in the early 1970's to its position of market-leader today.

The highlights included (*click to jump*):

The Employee Is a "Knowledge Seeker"

Bottom Line Benefits

Training Aforethought: Declaring and measuring the success factors

Bringing SAP expertise into the Kerryconnect project team

Don't call it "Change Management", call it "Business Readiness"

What Skillset for the SAP End User Trainer?

Customer & Project Profile:

Headquartered in Tralee, Co. Kerry, Kerry Group is a truly global company. Over 23,000 employees deliver in excess of €5 Billion revenue in 140 countries across the business world.

Kerry's SAP implementation has 2 phases (below) and is scheduled to run until 2015.



The first phase alone required system development, testing & training on 10 different SAP applications. These applications connect to the existing Kerry Supply Chain applications, but they're not pegged for migration to SAP until Phase 2.

The Employee Is a “Knowledge Seeker”

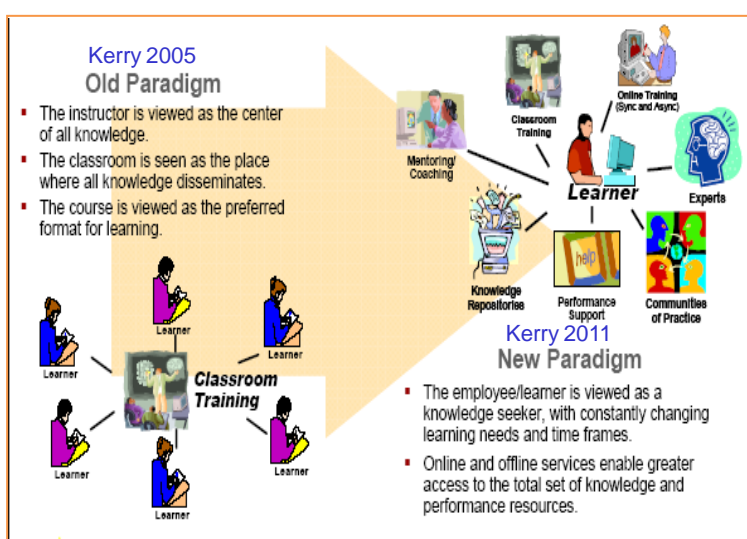
As a multinational continually expanding, Kerry had the foresight to put in place a learning strategy that would support this growth.

In 2005 the organisational view of training and learning differed extremely to how it is viewed today. Instructors would create a course and use a classroom to push out knowledge to learners.

Over the years the group training function evolved:

- 2005: Improved PDP process
- 2006: Refined the use of bespoke eLearning (with support from Olas)
- 2007: Learning Management System
- 2008: Refined live virtual classrooms (with support from Olas)
- 2009: L&D infrastructure in place to support large global deployment of Kerryconnect

Today, the employee/learner is viewed as a more active “knowledge seeker” drawing from online and offline services to support their changing needs (see figure).



Bottom-line Benefits

Apart from the strategic benefits of being able to support business change, explained Declan, Kerry evaluated training effectiveness and calculated the Return on Investment on all training initiatives which resulted in many impressive savings:

- 10% reduced insurance premiums on global Health & Safety thanks to an eLearning programme
- 1,000 trainer days saved and improved quality when Kerry’s accountants took a Continuing Professional Development programme using eLearning.
- 50% less application support calls thanks to training on ICT
- €96,000 and €10,500 respectively saved on productivity training (Excel and PowerPoint respectively) using short, tailored virtual training sessions to large disperse audiences (see table for example of savings).

Application	Number	Cost Per Course	Classroom Only	Online/ Virtual	Saving g €
Excel	400	300	120,000	80%	96,000
Powerpoint	70	300	21,000	50%	10,500

Training Aforethought: Declaring and measuring the success factors

A year before Kerryconnect project started, Kerry’s worldwide training leaders converged on the Crowne Plaza in Dublin to declared a set of key ‘training’ success factors (see figure). These SFs were instituted as “requirements” in the Kerryconnect Programme, meaning they’d be self-justified and tracked, explained Declan. “So each workstream needed to engage with us early in the project or risk not acheiveing one of the tracked goals.”






Bringing SAP expertise into the Kerryconnect project team

The project team took the best people from Kerry’s business units. But it was their first SAP roll-out so how could they also become expert in SAP? Kerry’s 4-action response was:

1. Kerry project team members underwent official SAP training.(at Olas)
2. Kerry hired at least one person with SAP experience for each application.
3. Each Workstream team lead was responsible for knowledge transfer to the other Kerry professionals.
4. Knowledge transfer from Partner consultants to Kerry team members was quantitatively tracked during the project (required to ensure self-sufficiency in the long term).

As with all Kerryconnect project activities, targets were defined and outcomes were measured. See table below for a description of the SAP proficiency levels which were assigned to all Kerry team members across a wide range of project learning areas e.g. writing business process documents and configuring SAP.

Proficiency Level with SAP	What Kerry measured
	Advanced ★★★: Has in-depth knowledge of the SAP solution eg. Will have advanced understanding of configuration options, and / or have sufficient technical knowledge to maintain SAP after Go Live
	Proficient ★★: Has a good understanding of the functionality of the module. Likely to be closely involved in the detailed specification, configuration and testing of the SAP solution
	Learning ★: Understands the solution being developed for Kerry. And options. Understands basic configuration concepts. Understands basic integration points between functional modules and technical landscape

Don't call it "Change Management", call it "Business Readiness"

Unlike its peers, Kerry group resists delegating responsibility for managing change to a "Change Manager" and their team.

Why? Because Kerry believes that its continued dramatic success relies on its experience of being in a continuous state of change, so change is the norm, or "business as usual".

So the "Change Management" function has the title of "Business Readiness", and the responsibility for change is vested in each impacted business unit, while the responsibility for communications is shared between the Business Readiness Team and the impacted Business Units themselves.



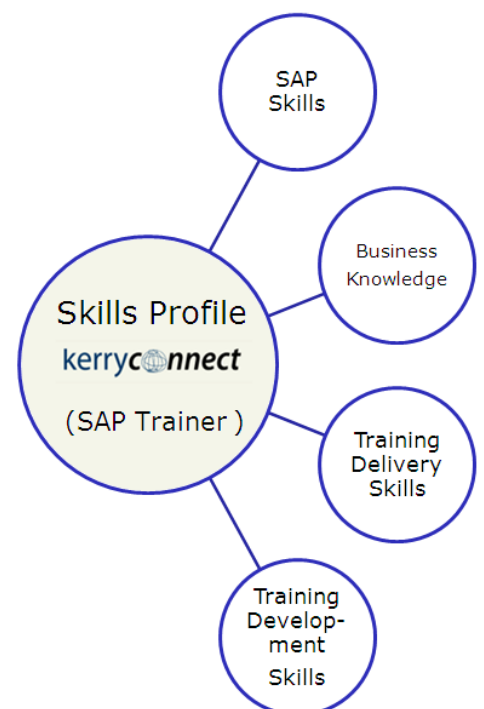
What Skillset for the SAP End User Trainer?

Organisations struggle to have the right skill set (see illustration) for their internal SAP trainers. But for Kerry the extra challenge was that this was the group's first SAP roll-out, and only the group training manager had SAP experience. Declan acknowledged the unique skill-set of an ERP trainer (see figure adjacent).

Kerry had skilled internal trainers but recognised the skill-set gap of his trainers in the area of SAP Skills.

To overcome this gap, Kerry set about selecting a training partner (Olas) to bring key SAP expertise into the training team.

Consistent with the approach across the project, Olas SAP Training Specialists were responsible to ensure appropriate time was taken for knowledge transfer to Kerry trainers as identified in the detailed trainer knowledge transfer matrix as well as co-developing the vast amount of training and support materials required (124 training courses were developed for classroom, online and virtual learning).



About Olas.ie: Olas Software Training & Development Ltd is part of the Assima plc group which helps Fortune 500 companies worldwide to fast forward their SAP investments, and improve the Return on Investment. We do this using proprietary software tools, and professional services. Separately, Olas is also Ireland's sole authorised SAP Education Provider and Business Objects Education Provider. Olas also provides bespoke software development and corporate training from our training centre in Stillorgan, Dublin.