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.

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.

The Requirement

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.

Training

Content
Development

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The Challenge
Schering's Sally Bennett, Human Resources Consultant, 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."

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 (now known as User Productivity Kit) from Larmer Brown.

"When I saw the comprehensive functionality offered by ODPN, I just wanted to cry. I had to 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 ODPN training in 2004. The solution would begin with a three-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 ODPN to develop an 80-page training manual, and the team would then deliver 28 hours of classroom training for 135

employees who would need to learn the Cognos application.

Working on tight timescales to match business needs left only three weeks to develop content in ODPN before the Cognos launch date. This is when Developers from Larmer Brown were resourced to assist Schering in meeting their timelines.

During the "Train the Trainer" session, Bennett and her colleagues learned how to develop content using ODPN and the benefits were immediately apparent.

"OnDemand Personal Navigator not only runs the training for you, it provides a framework for superior training."

ODPN 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. Bennett added,

"It works brilliantly. You don't have to know everything in the system to write good content."

With the help of eight Schering training partners, Schering succeeded in delivering 28 hours of training to 135 end users. ODPN allowed end users to practise 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 ODPN 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 ODPN our users were able to learn and understand Cognos business processes quickly and easily, significantly contributing to the success of the implementation. We have ODPN to thank for our successful Cognos rollout."

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

The Future
ODPN'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 ODPN when moving to Siebel 7.7 in the near future. Bennett's team intends to develop content before the upgrade and send it to users prior to the actual training event, enabling employees to train themselves in stages and practise before they get their live system. Bennett concluded,

"We've learnt alot. My instinct tells me this upcoming rollout is going to be successful. ODPN is helping us to manage the entire change management process."

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

On 1st November 2008 Global Knowledge Software was acquired by Oracle. This acquisition brought GKS' products, including OnDemand Personal Navigator, the engine that powered Oracle's User Productivity Kit (UPK) into the Oracle family.

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.

We are an Oracle Gold Partner and have been using UPK technology to provide business transformation, documentation and training services since 1994.

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