

## CUSTOMER NEEDS AND STRATEGIES

---

### **Rohm and Haas Manages Delivery of Training and Ongoing Performance Support for Its ERP System Using the SAP Learning Solution**

---

Michael Brennan

Bersin & Associates

---

#### **IDC SUMMARY**

---

Rohm and Haas is a specialty materials company with annual sales revenue of approximately \$6.4 billion and 17,000 employees. The company operates a network of more than 100 manufacturing, technical research, and customer service sites in more than 27 countries.

From 2001 until May 2004, the company implemented an enterprise resource planning (ERP) system that includes SAP and Manugistics products. The rollout covered more than 10,000 employees in virtually every region and country in which the company does business. The ERP system impacted a variety of processes, including finance, environmental health and safety, and order to cash. The company conducted classroom-based training to prepare employees to use the new system.

However, Rohm and Haas recognized that it needed a more scalable process for training employees to use the new system. The company decided to install a learning management system (LMS) that would enable online registration and delivery of training as well as better tracking of training compliance.

Rohm and Haas decided to use the SAP Learning Solution — which includes an LMS, a content management system, a content creation environment, and an intranet portal — because it was already tightly integrated with the other business applications in use at the company. The LMS is now used to enable employees to access asynchronous online courses, application simulations, and performance support materials as well as to register for classroom-based courses.

---

## IN THIS STUDY

This study reviews Rohm and Haas' adoption of the SAP Learning Solution to support end-user training and ongoing performance support related to the company's ERP system. It discusses the reasons for product adoption, the decision makers' vendor evaluation process, implementation, costs, usage, satisfaction, and future plans for the system.

## SITUATION OVERVIEW

---

### About the Organization

Rohm and Haas is a specialty materials company with annual sales of approximately \$6.4 billion and 17,000 employees. The company operates a network of more than 100 manufacturing, technical research, and customer service sites in more than 27 countries.

---

### Business Case

The company began to implement an ERP system comprising SAP and Manugistics products. The series of rollouts covered more than 10,000 employees in virtually every region and country in which the company does business. The new system impacted a variety of processes, including finance, environmental health and safety, and order to cash.

This effort was supported by an instructor-led training program that involved seven rollout phases and covered more than 90 sites and seven business processes. More than 1,400 instructors and power users, drawn from within the ranks at various sites, were trained to conduct onsite courses. Most courses were scheduled to take place eight weeks prior to a site's go-live date. The time that employees spent in training, which ranged from 4 to 80 hours, varied by job role.

During the course of the ERP implementation, the company realized that it needed a sustainable training strategy to support the ongoing use of the new ERP system. Rohm and Haas recognized that training would not end after implementation because new employees and those transferred from other departments would need access and employees already on the system would require advanced training on newly introduced functionality. Instructor-led training is often inefficient in these situations, especially for a global workforce. The result is that employees are sometimes not trained in a timely manner to do their jobs. Rohm and Haas decided to install an LMS that would enable online delivery of training and better tracking of training compliance. The company did not conduct a formal ROI process for the LMS. The director of organizational development and education systems at Rohm and Haas believed that a reduction in help desk volume and improvements in organizational effectiveness would more than offset the cost of the training system and its implementation. Additionally, the tool could be used to deliver training in other subject areas in the future.

Rohm and Haas decided to install an LMS that would enable online delivery of training and better tracking of training compliance.

---

## Evaluation Process

In early 2002, the company began the process of evaluating LMSs. Possible vendors included Saba, Docent, and Click2Learn (the latter two companies have merged to form SumTotal Systems). Key requirements identified for the chosen products included:

- Multilanguage support
- Training event management
- Content authoring
- Assessment creation and management
- Training completion recording and archiving

Rohm and Haas decided on the SAP Learning Solution, which includes a portal, a content management system, a content creation environment, and an LMS. The value proposition of using an LMS that was already integrated with the SAP suite of business applications proved appealing and was the deciding factor in the selection process. By using the SAP Learning Solution, Rohm and Haas could assign specific training offerings to users based on the modules to which they have access. The LMS could also be integrated with the Rohm and Haas SAP Human Resources module to update employee records and with the SAP Portal to make training offerings easily searchable.

The value proposition of using an LMS that was already integrated with the SAP suite of business applications proved appealing and was the deciding factor in the decision process.

---

## Implementation and Operations

### *Implementation*

Rohm and Haas decided to select SAP in the second quarter of 2002. After a five-month implementation cycle, Rohm and Haas went into production with the SAP Learning Solution in March 2004.

After the installation, the company could more easily manage the process of scheduling employees for its instructor-led training to support the remaining ERP rollouts, while plans were under way for the second phase: implementation of the entire SAP Learning Solution starting in November.

The implementation involved staff from Rohm and Haas, SAP, and three partners that contributed to a smooth process: SystemLink provided the implementation consultants including project management on the LSO implementation, Larsen & Toubro provided the customization requirements, and Sapient provided the strategy development and overall program management. SAP also provided a consultant with product expertise in the SAP Learning Solution. The implementation team comprised a total of 18 people, including seven Rohm and Haas employees. The implementation was delivered on time and on budget.

The implementation was delivered on time and on budget.

## ***Content Creation***

Online content for the ERP rollout is delivered mainly through application simulations (developed with OnDemand from Global Knowledge) and courseware created in a standard content development template built with Macromedia Dreamweaver.

## ***Operations***

The LMS is installed on a Rohm and Haas server and is managed by an IT organization that also supports the companywide ERP system. The business requirements are managed by the director of organizational development and education systems. Approximately 1.5 full-time staff members are required to keep the learning system operational.

Approximately 1.5 full-time staff members are required to keep the system operational.

The SAP Learning Solution is used by all employees who need training on the SAP and Manugistics applications installed to facilitate customer service, finance, supply chain, and warehouse operations. Learners access the system from the SAP intranet portal under a designated tab dubbed "My Learning." Some content is preassigned to users based on their positions and the system functions they will use. The system's functionality (see Table 1) is used by employees in three ways:

- ☒ **Registration for instructor-led classes.** Users can search and register for available classes online.
- ☒ **Access to job aids and reference materials.** These aids and materials include structured, step-by-step procedures that reinforce the concepts that are introduced in the classroom or that are covered in self-paced training courses and practice simulations. In some cases, different media types are bundled together into "mini lessons" that blend instructional materials and simulations.
- ☒ **Self-paced courses.** Some topics are covered in courses that include complete self-study tools such as pre- and post-tests, simulations, knowledge checks, and screen shots.

**TABLE 1**

## Primary Functionality Being Used to Date

Resource management	Yes
eCommerce	No
Competency management	No
Web-based training	Yes
Third-party content	No
Virtual classroom integration	Yes
Content creation tools	OnDemand, Macromedia Dreamweaver
Analytics	Yes
Assessment	Yes
Security domains	Yes
Multilanguage	Yes

Source: IDC, 2004

**Lessons Learned**

The director of organizational development and education systems provided the following lessons learned for others considering an LMS implementation:

- ☒ **Consider the needs of remote users.** Rohm and Haas has users in many locations around the world — all with varying network access speeds and desktop computer configurations. Tools and technologies should be tested in these various locations prior to selection and implementation.
- ☒ **Conduct usability testing on the user interface.** Prior to making any customizations, the implementation team discovered that the user interface it chose was not intuitive in all aspects. Users tested the interface, and the team made changes to improve areas that were not intuitive. In some cases, the team simply changed the nomenclature used for a particular task (e.g., "Book a Course" was changed to "Register").

- ☒ **Understand the implications for content integration.** The implementation team underestimated the work required to integrate content into the LMS. Modifications needed to be made to the simulations to ensure compatibility with the LMS. Legacy content should be tested for compatibility to ensure the desired results.
  
- ☒ **Ensure that implementation partners cooperate and that roles are clear.** As mentioned above, Rohm and Haas used several partners to successfully complete the implementation. Partners must have demonstrated the capability to work with others (including internal stakeholders), and some member of the team must be responsible for overall project management.

---

## **Next Steps**

The company plans to build on its experience using the SAP Learning Solution to enable the successful use of its ERP system to support other organizational development needs and expects to integrate other forms of custom and off-the-shelf courseware. As a result, other training systems in various departments may be replaced by the SAP LMS.

---

## **Copyright Notice**

External Publication of IDC Information and Data — Any IDC information that is to be used in advertising, press releases, or promotional materials requires prior written approval from the appropriate IDC Vice President or Country Manager. A draft of the proposed document should accompany any such request. IDC reserves the right to deny approval of external usage for any reason.

Copyright 2004 IDC. Reproduction without written permission is completely forbidden.