



Successful implementation of a globally uniform learning management process and cloud system at a DAX company

The ultimate goal was to introduce a globally standardized learning management process in combination with an innovative cloud solution for more than 100,000 employees of the customer group. The benefits required here included high accessibility, flexibility, user-friendliness and simple administration, the use of the latest security technologies and short innovation cycles.

The HCM Consultant Group made a significant contribution to the successful and punctual implementation of the entire project.

The task

The original task was to make it much easier for a subgroup to use the various training systems for its users and to reduce the complexity of the associated system landscape. A standardized global learning management process was to be newly developed and implemented on an innovative system platform. The expectations placed on usability, flexibility and efficiency should be met as well as the special requirements on data security and IT operation in a GxP-regulated environment.

In connection with a restructuring of the Group, a program was set up with the aim of redesigning, optimizing and centrally providing the business support processes previously distributed throughout the Group. This led to an adaptation of the original task to the conception of a new HR-IT strategy.

A cloud/SaaS solution emerged early on as a future scenario, particularly for talent management. Based on its experience and expertise in this field, HCM Consultant Group GmbH was commissioned to actively and independently support the Learning Management program in the pilot phase as well as in the worldwide rollout in the following subtasks:

- Preliminary study and provider selection
- Project Management and PMO
- Change & Communication Management
- Technical specification and configuration
- Rollout



The Project

In the project, which was aligned to the specifications and boundary conditions of the subgroup, the expectations and requirements for a new learning IT management strategy with a globally uniform process and system were first determined in a preliminary study and solution and change scenarios derived.

When it became clear that a sustainable strategy for talent management as a whole was being pursued at Group level, the two initiatives came together, the learning management issue became part of the overall Group programme and the results of the preliminary study were seamlessly incorporated into the extended overall strategy. The results included, in particular, the Cloud/SaaS solution and its providers, which was determined according to a dedicated evaluation procedure involving all key stakeholders.

A key criterion for this selection, and thus a requirement for the project, was the replacement of the three largest legacy systems, including the processes implemented on them for learning management within the Group. As a result, the new Cloud/SaaS software was to be aimed at all employees (approx. 100,000) of the company. Further criteria were the consideration of special data protection guidelines and regulatory requirements.

The migration and rollout strategy adopted followed a system-based approach, in which, after the order of the legacy systems to be replaced had been determined, the first was converted for a pilot group in order to better master the complexity on a small scale and gain experience for all subsequent rollouts (⇒different countries, languages, systems, etc.).

In the project methodology, a hybrid approach was successfully pursued with the aim of taking classic and agile project management principles into account and applying them in a targeted manner.

At the beginning of 2018, after more than 2 years of project duration, the last of the three largest legacy systems for learning management was successfully replaced on schedule and, like all the others before it, by the new cloud solution.

This is how HCM supported the customer in their project

HCM Consultant Group GmbH and its team supported the project from the preliminary study onwards and were thus able to make a significant contribution to the success of the project. The following consulting services were provided for the customer, among others:

Preliminary study and providerselection

- Collection, consolidation and prioritization of business requirements.
- Selection of Cloud/SaaS software and providers.



Project Management and PMO

- Definition of project framework, project organization, project goals, milestones.
- Conception and implementation of an effective and efficient project infrastructure.
- Creation of templates for the project team.
- Regular exchange and status report appointments with all working groups.
- Preparation of reports and presentations for the programme and steering committee.
- Quality, cost and risk management.
- Preparation and monitoring of internal and external audits.
- Preparation, management and follow-up of regular full-day workshops.
- Coordination of parallel rollouts in cooperation with the rollout strategy team.
- Regular exchanges with the other projects of the programme.
- To create and promote a culture of strong team spirit.

Change & Communication Management

- Creation of regular newsletters for all stakeholders.
- Regular question & answer sessions and documentation in the FAQs.
- Preparation, implementation and follow-up of early business walkthroughs.
- Creation of informative targeted presentations for stakeholder meetings.
- Presentation of the project in programme and company events.
- Central coordination of communication activities across all countries.

Technical specification and configuration

- Mediation between customer and cloud provider for the purpose of a tailor-made implementation.
- Coordination with the other projects in the programme on technical topics
- Creation and updating of technical documents such as the Configuration Workbook.
- Preparation and implementation of the release upgrade with internal technical team.

Rollout

- Development of a system-based rollout strategy.
- Creation and maintenance of rollout plan and rollout suitcase (best practice toolbox).
- Planning, implementation and follow-up of rollout workshops.
- Collection of old systems as a planning basis for their subsequent replacement.
- Close coordination with tangent document mgmt. project beyond the program.
- Further development of rollout strategy and rollout suitcase for third-party LM systems.



Added value for the customer

With the globally unified learning management process and cloud system, the project has achieved the following main benefits for the customer:

- High degree of standardization, scalability, calculable maintenance effort.
- Fast implementation of innovations and reaction to changes.
- Cost reduction by harmonizing the process and system landscape.
- Availability of consistent global reporting.
- Increased user-friendliness through uniform availability of the training offer.
- Access to training information at any time and from any location.

Looking to the future, customers will also be able to use the implemented cloud solution via mobile devices.