



"Our partnership with DACG continues to add real value in meeting the strategic imperatives of implementing DBS throughout our European and North American business, we continue to build a very good working relationship with DACG, and we see ourselves as one team rather than two companies working together. This has made a tremendous difference to the implementation."

***Audrey Woods, Diageo Business Services (DBS),
Training & Development Manager***

DIAGEO

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Solutions for people and technology

Introduction

It might surprise you to learn that, when you're kicking back after work nursing your favourite tippie, the drink you are holding is pretty likely to come from the Diageo stable. Diageo, one of the leading players in the drinks industry, was formed out of the 1997 merger between Guinness and GrandMet. The move amassed a large number of premium brands, such as Guinness, Smirnoff, Baileys and Johnnie Walker. With a long history of mergers and acquisitions, and with plans to carry on expanding, Diageo recognised that it needed to overhaul, reorganise and standardise its business systems and global processes. As a result, Diageo Business Services (DBS) was launched at the end of 2000.

Part of its remit was to set up two business service centres, one in North America and one in Europe, which will become the hub of Diageo's North American and European shared service operations. DBS is responsible for creating effective processes for finance, HR and transaction work, such as dealing with customers, suppliers and employees, paying bills and taking orders. Furthermore, in order to help the organisation meet the shared-services objectives, Diageo decided to upgrade its numerous ERP systems, including an upgrade in some parts of the business from SAP 3.1H to 4.6. It will also implement version 8 of PeopleSoft, the HR management tool, to enable its staff to access their personal data, and Concur, a travel and entertainment expenses software application.

Greg Au, director of DBS, was conscious of the need for training to support the implementation of the new processes and applications. Implementation of the system would be crucial - as was the choice of training partner. He explains: "What's really important is that we give great training to all end users who are using the new systems and processes."

Therefore, in April 2001, a team was set up that comprised DBS members and consultants from DA Consulting Group (DACG), in order to develop extensive training and documentation materials.

Training Partnership

Audrey Woods, training and development manager for DBS, leads the team. She sees the new applications as tools to support the company's drive for greater clarity. "The training team started getting involved early on, after the DBS launch, because training and documentation tend to go hand in hand," she says. "And the shared-service centres will enable us to streamline the organisation and give us greater line of sight on what's happening in each business market."

However, management buy-in from the top was also crucial to the team's success. "It was a leap of faith for those at the top to go with our plans," recalls Andy Campbell, a project manager at DACG, who has worked with Woods over the past year, "because we had nothing to show them at the start."

With DACG on board, the development process began with a training needs analysis (TNA). "We talked to various parts of the business about their needs and their experiences on an earlier SAP training programme from two years ago," explains Catherine Hearn, DBS's HR director (Case study, IT Training, March 2000). "However, we also wanted to explore using some of the newer capabilities that exist in e-learning."

What the TNA also revealed was that a new internal system had to be developed to manage and store all the redeveloped documentation.

"We decided to use DACG's proprietary Learning Centre product because it's an easily accessible platform that houses both the documentation plus the training lessons," states Woods. "And it is accessible to everyone via our intranet."

"We all have manuals on our shelves and never know how up-to-date they are," adds Campbell. "So we decided that we'd only house one set of documents online. That way, everyone could access the master copy, and it would be also easy to update."

"What's really important is that we give great training to all end users who are using the new systems and processes"

"We decided to use DACG's proprietary Learning Centre product because it's an easily accessible platform that houses both the documentation plus the training lessons," Once DA Learning Centre was in place, the team turned its attention to designing the learning materials. "We worked closely with the global process team to get its blueprint," says Woods. "This enabled us to produce the materials to its specifications. So we started creating the lessons and collating transaction documents for review and to make amendments."

The training programme will use DA Learning Centre to deliver online simulations and lessons, which will concentrate on how to work with the new ERP and HR applications. And each trainee will have an individual job-specific programme that will outline their training requirements.

The idea is that learning sessions will be held on designated online training days, so users can interact with each other while studying. These online simulations will be backed up by classroom workshops offering an overview of the business processes in auditorium-type classrooms.

But what are the benefits of DA Learning Centre? "There are two sides to it," says Campbell. "One is to act as an online help function for reference, which utilises DA Passport, and the other is to provide education using simulation lessons that have been created using an application supplied by DACG partner X.HLP." Two other products support the DA Learning Centre infrastructure: DA Passport is a database that houses the process information, using the centre as its web-enabled front end; and DA Reporter acts as an analysis tool for the output of data from the centre, such as competency check results. Another crucial element was facilitating knowledge transfer from DACG to Diageo staff. Although DACG will continue to work in partnership with Diageo for some time, Diageo will have to manage the DA Learning Centre by itself.

"Diageo is only as good as the people it employs," says Woods. "As a result, in order to focus on achieving the required efficiency results and to meet DBS's stated objectives, we need to ensure that the learning continues to be effective."

Therefore, for the past four months, six DBS staff from Hungary have been working alongside DACG to learn about the products, and how to create the simulation lessons. The Hungarian team will act as "super users" to help provide support and coaching to new recruits in Budapest.

DBS is now at a stage where the development of the training sessions has finally come to fruition. The training began rolling out to 7,000 staff across the UK and Ireland in February.

"Although everyone across the organisation will have access to the same materials on DA Learning Centre," says Woods, "we'll customise each training implementation to suit the needs of the individual market."

The worldwide programme will eventually be delivered to around 18,000 employees, mainly in Europe and North America, with the courses rolled out to each market before going live.

"Each market will be in charge of managing its own training, but there will be a handover period when we'll allow individual training administrators access to the materials and the system," says Woods. "They will take responsibility for ensuring all staff meet the pass-mark requirements, while we will go on to work on the rollout of the next market."

It seems that Diageo has taken to heart that famous slogan of its well-known offspring Guinness - Good things come to those who wait. After the toil of re-engineering its business processes and reinventing its training delivery options, the company can rest assured that its business will simply get bigger and better.

Partners

DACG has a global partnership with a leading ERP/CRM vendor, SAP, as well as regional relationships with PeopleSoft, J.D. Edwards and Oracle. We also partner with various technology providers to ensure your organisation's training needs are comprehensively met.

Clients

Since 1984, DACG has worked with more than 650 of the Global Fortune 2000 organisations and has helped more than 125 of the Global Fortune 500 thrive in the midst of business change, delivering over 700 major enterprise implementations throughout Europe, the Americas and Asia Pacific.

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