



# DACG and Guinness

**"The IBP Project enables us to release the energy and efficiency we need to maximise our opportunities in a growing global marketplace. There is no doubt that the combination of DACG's portfolio of methodologies and Guinness' up-skilled workforce will ensure we maintain a leading position within our market place."**

*Gareth Halliwell  
Integrated Business Programme Implementation  
Manager  
Guinness Limited*

## Situation

Guinness is part of Diageo plc, one of the world's leading consumer goods companies, formed through the merger of Grand Met and Guinness. Guinness Stout is one of the most famous beers in the world and an icon of Ireland, and is brewed in 50 countries and enjoyed in 150. The Guinness portfolio also includes Budweiser, Harp lagers and Kilkenny Irish Beer.

In 1998, Guinness Limited undertook the Integrated Business Programme (IBP) to integrate Guinness systems and processes across five global regions. The Company chose DACG to perform the critical task of employee education and training for the three-year, £40m IBP, enabling Guinness to meet increased world-wide demand profitably.

## Solution

Streamlining the business involved significant cultural change alongside the system and process changes. The IBP team chose SAP R/3 enterprise resource planning (ERP) system to provide clear and visible information across the globe. SAP systems underpinned the following business processes; sales and operations planning, finance, product supply, customer order fulfilment and procurement.

## Results

Formal classroom training was delivered by a dedicated team of DACG specialists and Guinness business experts. DACG developed training materials for future reference and "job aids" such as help cards as reminders of key tasks. These were customised for each Guinness location and business area. Post Go-live support was also established to give employees extra support on the live system.

Guinness and DACG worked side-by-side to fulfil the challenging task of training more than 1,200 employees in Ireland and more than 800 people in the UK.

## A Commitment to Training Builds Success for the Project Rollout

A tough schedule demanded a dedicated, focused approach to training. Integrated Business Programme Implementation Manager, Gareth Halliwell, describes the education process that occurred at Guinness Limited:

“Over 150 people – from Guinness’s functional business areas and external specialists such as DACG – have worked on the IBP team. Utilising outsourcing partners was necessary to support the business while fulfilling our commitments, which are laid out on a tough schedule. DACG has been one of the key partners enabling us to achieve our milestones.

DACG began with a training needs analysis, working alongside Guinness business management, to gauge the type and level of training required by each employee. Guinness teams tested three areas to determine whether IBP could deliver trained and proficient employees in using the new systems and processes.

Guinness and DACG finalised the IBP training plan, which involved over 80 different courses. Commitment to training is critical to the successful implementation of IBP-type programmes. It is only when people are trained and educated on these systems that they will learn what the new systems and processes will specifically mean for them.

DACG trained 300 testers to serve as Guinness’s “Super Users”, so when SAP went live, the Super Users were able to assist their less experienced colleagues, and the knowledge transfer instigated by DACG was passed on throughout Guinness. DACG then helped Guinness resolve the issues the testers uncovered.

After the system was tested, and training courses were delivered, an off-line, secure SAP environment (known as the ‘sandpit’) was also developed to allow users to practice the processes they had just learned.

DACG has been an essential part of the IBP education process and has consistently received high scores via the feedback generated at the end of each course. We needed to be sensitive to local issues and use local people to unleash the potential residing there. DACG was extremely flexible in tailoring their education approach to meet our needs. This was demonstrated by an excellent 82% overall level of attendance.

The DACG/Guinness partnership continues to roll out new IBP processes to other Guinness sites, maintaining exceptionally high standards, and maintaining the transfer of knowledge and ownership from DACG to our company. There is no doubt that the combination of DACG’s portfolio of methodologies and Guinness’ up-skilled workforce will ensure we maintain a leading position within our market place.”



## **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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