

case study

Alcatel

Provides a Global Learning Solution to Employees, Customers and Channel Partners

Solution Overview

Industry — Telecommunications

Challenge

Improve learning effectiveness while reducing costs across 15 campuses

Benefits

- Shortened time to competence
- Faster and more effective rollout of training for new products and services
- Stronger relationships with employees, customers and partners
- Supporting evolution toward a learning culture

Solution

Saba Learning
Saba Publisher

Headquartered in Paris, Alcatel provides communications solutions to telecommunication carriers, Internet service providers and enterprises for delivery of voice, data and video applications to their customers or employees. Alcatel leverages its leading position in fixed and mobile broadband networks, applications and services to help its partners and customers build a user-centric broadband world. Alcatel operates in more than 130 countries.

“In addition to the other benefits of Saba, what has been important to us is that we are giving the opportunity to users—customers as well as employees—to begin to manage their own learning.”

Jan Ginneberge, President
Alcatel University

The Challenge

As a truly global organization, Alcatel wanted to improve learning effectiveness and reduce costs at 15 of its campuses in locations as diverse as Shanghai, Dallas and Sao Paulo.

Through these campuses, Alcatel provides learning to employees, customers and channel partners. Prior to Saba, each Alcatel University campus had its own course catalog, administration, business processes and technology solutions, resulting in costly duplication of activities and sub-optimized course offerings across different locations. From a technology and administrative perspective, classroom training and e-learning were delivered separately.

In addition to seeking cost reductions associated with a single learning management solution, Alcatel sought a true cultural transformation. Alcatel was looking for a solution that would enable employees and customers, who each account for about 50% of enrollment, to manage learning on their own by providing greater autonomy in selecting

course content and identifying ways to support greater individual responsibility. Alcatel also started to make these changes during one of the toughest markets ever in the telecommunication sector.

The Solution

Alcatel selected Saba from three finalists based on the strength of the technology and services, after evaluating more than 20 different enterprise learning solutions. In January 2002, Alcatel went live with Saba Learning Suite, the first phase of a rollout to employees. In mid-2002, Alcatel went live with a phased rollout to customers. In mid-2003, following a compressed deployment plan driven by business demands, these two implementations were combined into a single solution in France. The combined solution provides shared administration, content delivery and a single course catalog for all 15 campuses. Alcatel has rolled out Saba Publisher for e-learning content creation. In addition, the company has begun rolling out a channel certification program on Saba.

The speed of the global deployment was driven in part by the need for each campus, having invested its own budget in the project, to realize a return as quickly as possible. Saba Learning deployment was completed with very few software customizations. In order to achieve the full savings of Saba's enterprisewide solution, Alcatel University standardized 19 separate business processes across the campuses into one. While the deployment of the technology components alone was ambitious, the organizational and cultural changes required for process reengineering across the entire university system were more so. Team members across the Alcatel University system worked together to reach a consensus on how these processes should be implemented. Alcatel secured full buy-in from all of their campuses to be successful

in achieving the business value they expected from their investment in Saba.

Results

Today, a single enterprise learning solution serves Alcatel's employees, customers and channel partners across the globe.

Alcatel expects to recoup more than 45% of its entire investment by the end of 2003 and nearly 95% by the end of 2004. Savings result from three primary areas: offering third-party e-learning content, phasing out local systems and sharing investments. In addition, as the universities migrate from classroom instruction to virtual classrooms and e-learning, Alcatel estimates savings from reduced travel costs and time away from the job to be 21 euros per student training hour. About 10% of all course offerings are currently virtual—delivered as e-learning or virtual learning—with a target of 25% by 2005. On the other hand, Alcatel believes in a blended learning model. The proportion of virtual learning is targeted to reach no more than 40% of all offerings in the future.

Alcatel's universities have received positive strategic benefits from their system consolidation and shift to e-learning. These include being able to shorten time to competence, rolling out training for new products and services more quickly and effectively, and supporting the development of stronger relationships with employees, customers and partners. Alcatel has started to move toward a learning culture, where individuals take on more responsibility for their learning needs. People set their own learning goals and manage their own time in the same way a classroom instructor would. Supporting this shift are recent survey results showing that 74% of users were satisfied with the training they had received and 74% said they would take another e-learning course.