



SANLAM

E-LEARNING SLASHES TRAINING COSTS BY 100%, ENSURES REGULATORY COMPLIANCE

QUICK FACTS

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Frederick Stroebel

Head of Training and Development
Sanlam Personal Finance

Company

- Name: Sanlam Financial Services Group
- Location: Bellville, South Africa
- Industry: Financial service providers
- Products and services: Insurance, investments
- Revenue: US\$7billion
- Employees: 6,000
- Web site: www.sanlam.co.za
- Implementation partner: EPI-USE (Cape Town, South Africa)

Challenges and Opportunities

- Comply with legislation
- Enable rapid delivery of product information to geographically dispersed workforce
- Reduce costs due to time-consuming classroom instruction

Objective

Develop e-learning capabilities for rapid Web-based training

SAP® Solution and Services

- SAP® Learning Solution
- SAP NetWeaver® technology platform, including the SAP NetWeaver Portal component

Implementation Highlights

- Benefited from partner expertise and solution knowledge
- Adopted a pilot approach
- Assigned specific tasks to key role players
- Enjoyed strong team dedication
- Installed software installed as is, with less than 5% customization

Why SAP

- All essential functional requirements
- Integration with SAP ERP Human Capital Management solution
- Personnel familiar with SAP software
- No need for new architecture, servers, or interfaces
- Lower total cost of ownership

Benefits

- 10x reduction in training costs
- Fast training rollouts for more knowledgeable employees
- Talent retention through better quality training
- Faster absorption of acquisitions

Existing Environment

SAP ERP Human Capital Management solution

Third-Party Integration

- Database: Hosted
- Hardware: Hosted
- Operating system: Hosted



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South Africa's unique history is characterized by the disenfranchisement of the majority population, so it's no surprise that education has been central to its transformation after apartheid. The government requires companies to pay 1% of total payroll to Sector Education and Training Authorities (Setas), with 70% of the money rebated if firms meet training targets. Sanlam Financial Services Group uses SAP® Learning Solution to help qualify for that refund, as well as to reduce costs through e-learning and quickly disseminate information.

SAP Learning Solution includes learning and instructor portals, learning management software, and functionality for content and test authoring and collaboration. Sanlam implemented the solution rapidly, in only six weeks, then quickly built and rolled out 25 e-learning programs "attended" by 7,500 participants.

The solution supports Sanlam's focus on talent retention – the company recently tied for 10th best place to work in South Africa. "Our strategy is to be an employer of choice," says Frederick Stroebel, head of training and development at Sanlam Personal Finance. "Making sure employees get access to quality training is crucial to that. We need to get information to them faster to equip them better to succeed."

The cost savings have been substantial. "All companies that introduce e-learning make the business case that they will reduce travel expenses and the need for trainers," Stroebel says. "We calculated what online training cost us in the first six months. If we did not have the SAP Learning Solution, conventional training delivery would have cost 10 times more."

E-Training for Faster Compliance

Compliance is another benefit. One e-learning program was developed in response to new occupational health and safety legislation. "We reviewed the law and wrote the online material," Stroebel says. "Line managers went to the learning tab via the SAP NetWeaver® Portal component, worked through the training, then documented that they had completed the exercise."

Other e-learning programs are used to distribute product knowledge; for example, to staffers at walk-in offices that Sanlam recently opened to supplement its call centers. Says Stroebel, "It would have cost us a lot of time and money to send out trainers or bring everyone to a classroom. E-learning enabled us to broadcast the new product training immediately."

The training courses last 45 to 60 minutes, with follow-up through an online test and assessment solution from Questionmark (Norwalk, Connecticut). "The focus is on easily digestible chunks of information, delivered through rapid e-learning, with no bells and whistles," says Esmari Wium, training technology consultant at Bellville, South Africa-based Sanlam.

Reporting on training is crucial, as South Africa tightly regulates financial services. "For example, we must report all cash transactions to comply with international terrorism acts," Stroebel says. "Everybody needs to be trained in this process, and we need to report on who received training. We also report on training by race and gender, as part of our country's transformation effort. SAP Learning Solution generates these reports, which are signed off on by our financial director and CEO."



“SAP Learning Solution will help us train new personnel and accelerate the integration of new companies.”

Frederick Stroebel, Head of Training and Development, Sanlam Personal Finance

SAP Learning Solution reports are also linked with the SAP ERP Human Capital Management solution. Sanlam pays for performance – bonuses are tied to ratings, and annual increases are linked to long-term assessments. “SAP performance management functionality helps us align individual performance with company strategy,” says Steve Hattingh, head of human resources administration at Sanlam.

Lower Total Cost of Ownership

That tight integration with SAP ERP Human Capital Management was central to the selection process. “SAP Learning Solution not only met our functional criteria – with our existing SAP landscape, we wouldn’t have to implement new architecture, software, and servers, train our IT support people, or build interfaces,” says Stroebel. “This simplifies future updates and lowers our total cost of ownership.”

Sanlam’s previous learning took place in classrooms. Reports were done on paper and spreadsheets; training was difficult to track and administer. “We wanted a blended environment – classroom and e-learning – with a single database for tracking,” Stroebel says. Sanlam credits a pilot approach, the assignment of specific tasks to key role players, team dedication, and the exper-

tise of partner EPI-USE as success factors in the fast rollout. Another plus was the built-in best practices, which allowed Sanlam to implement the software as is. “We did less than 5% customization,” Stroebel reports.

Sanlam next plans to extend the solution to more users. Says Stroebel, “We are undertaking an acquisition drive, reaching out to markets in Africa and India. SAP Learning Solution will help us train new personnel and accelerate the integration of new companies. The only way you really get value out of acquisition is through synergy. We see SAP Learning Solution as a vehicle to assist us in achieving that synergy.”



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