

Working with a Large Training Organization – Lessons Learned



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The Decision....

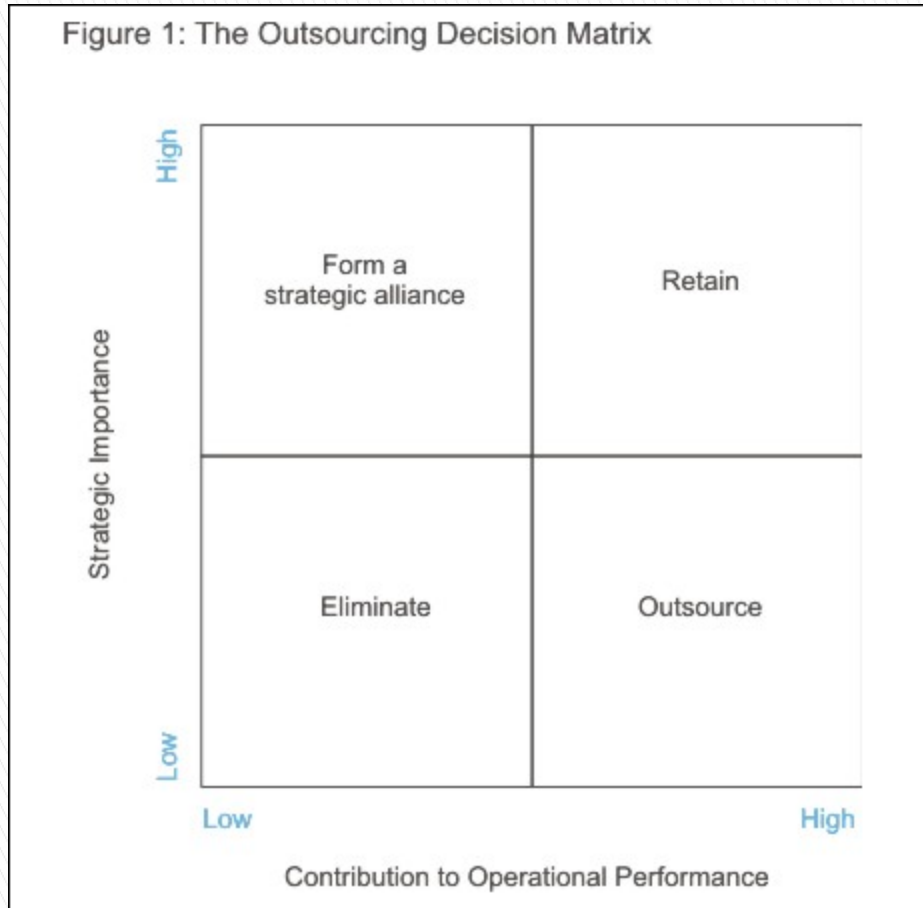


Figure 1: The Outsourcing Decision from MindTools

- ▶ Trainers
- ▶ Internal or External
- ▶ Operations
- ▶ Delivery
- ▶ Delivery locations
- ▶ Delivery mode
- ▶ Curriculum Development

The other part of outsourcing is this: it simply says where the work can be done outside better than it can be done inside, we should do it.

- Alfonso Jackson Secretary of HUD 2004 -2008

Business Factors Driving Change

- ▶ Background of Company / Organization looking for a Training partner, they were:
 - Highly Tech Security Technology company
 - For Profit (Revenue / Margin) Training group
 - Highly technical staff
 - NOT ARIBA...
- ▶ Declining Training business
 - Age of company / Audience decline
 - Other partnerships ending
 - Limited innovation in course offerings
 - Lack executive leadership/vision
- ▶ Reduce Delivery Headcount and Expense

What were we looking for in a Partner?



- ▶ Customer Training Delivery
- ▶ US presence, with ability to expand
- ▶ Wanted to manage one partner
- ▶ Training Partner with Security Delivery experience but not a VAR
 - Balance with other ATP's (small VAR's)
- ▶ Build and deliver a Co Branded course
- ▶ Execs wanted to retain a revenue stream...as part of the plan...

“The cultures and values must be compatible; the vendor must have experience in your requirements; and it needs to possess the necessary technical and technological capabilities.”

Edward Trolley , VP and Author of Running Training Like a Business

This is where you come in... and get in EARLY

- ▶ Executives Knowledge vs. Training Success Criteria...
 - Account Control...
 - What is your current sales/delivery model
 - What is working what is not
 - What motivates your sales people
 - Account control / responsibility
 - Training Resources
 - Team's Role changes
 - SME's / Some move to Partner
 - New Education measurements?
- ▶ Partner is in business of Training – Their Metrics will also be part of “balance”
 - Customer priorities may shift
 - Company Revenue Targets and the partner
- ▶ Size of Your organization can play a role
 - May not support an outsourcing – cost may be higher



Quality Assurance...

- ▶ Team Shift's from doing to managing
 - Identify who will manage on day to day basis
 - Remember you may or may not be one of many vendors they are working with
 - Attention to goes to where the \$\$\$ is....so be vocal.
- ▶ Determine your SLA's
 - Delivery – Public Class
 - Delivery – Private Onsite
 - Curriculum
 - Balance with theirs?
- ▶ Weekly calls/Site Visits



Lessons Learned

- ▶ Do your homework on what partnership is really best for your organization
 - All in or toes in the sand?
- ▶ Change Management is key to the success
 - Communicate, Communicate, Communicate
 - Required you have Executive sponsorship if metrics are changing
- ▶ Dedicate a partner manager
 - What skills are needed? Who is best?
 - It may be you....
- ▶ Metrics should include partnership success
- ▶ Bringing training back may be difficult but necessary, don't leave the "coup" unattended....



Discussion...

