APPLE LEISURE GROUP®

Success Story:

Apple Leisure Group Takes Flight with S/4HANA

Industry: Hospitality; Travel/Tourism

Number of locations: Over 65+ properties, totaling more than 22,000 rooms in 30 different destinations

Employees: 25,000 +

Customers served: 10 million/year

Solution: S/4 Finance with Procurement and Project Systems HANA platform on a private cloud Invoice management via EDI

What is a Learning Management System?

A learning management system (LMS) is a robust software application for the administration, documentation, tracking, reporting, and delivery of educational courses or training programs.

How do we Measure Success?

Training is only an investment if its success is measured. The Kirkpatrick model evaluates success and is used as a metric on the LMS.

The four levels of assessment are:
- Reaction: The users' reaction to the training itself.
- Learning: Did the user actually learn anything?
- Behavior: The degree to which the learning is applied in the work environment.
- Impact: The degree to which real business benefit is derived.

The Challenge

Apple Leisure Group (ALG) is a vertically-integrated travel and hospitality conglomerate focused on packaged travel and resort/brand management in Mexico and the Caribbean. It is the parent company of *AMResorts*, *Unlimited Vacation Club*, *Apple Vacations, Travel Impressions,* online travel agency *CheapCaribbean.com*, as well as destination management company *AMStar and Unlimited Vacation Club (UVC).* The back-end systems across these different brands were not aligned; a problem Savantis solved with implementing S/4HANA as the ERP system across all of them.
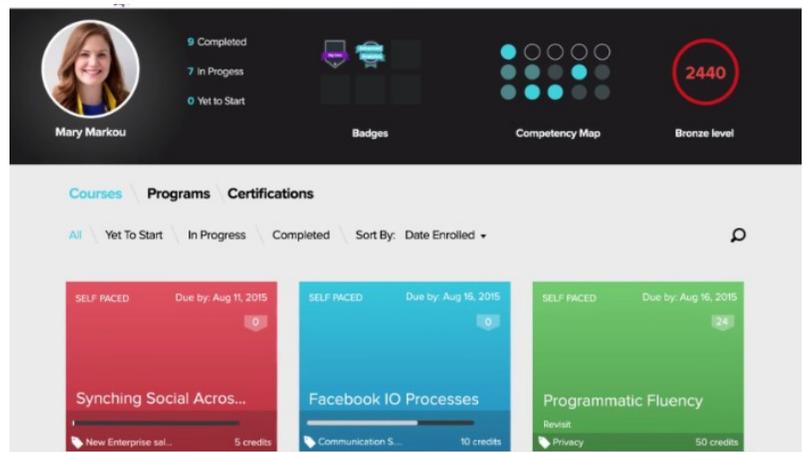
This implementation of S/4HANA would introduce significant changes to the way business functions were being performed. Developing and deploying quality training across all their brands to support the new system would need to play an essential role in helping staff adopt and understand the changes, while providing them with the skills and competencies to perform their jobs.

The Solution

Since end-user training spanned five different countries, it was necessary for material to be developed in both English and Spanish. That's when the team got creative and used a blended approach with on-site training, remote meetings, and web based instruction, which was deployed through a Learning Management System (LMS) and train-the-trainer courses.

The Timeline

Training was rolled out in unison with the S/4HANA go-live dates across the over 50 companies. Savantis deployed training in waves, following the same Best Practice framework individually customized to the specific business practices of each entity. The initial development was completed in only eight weeks.

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Traditional Classroom Training

Traditional Instructor Led Training (ILT) is best used to spearhead and create a motivation towards change. Users at ALG started with introductory courses explaining terminology and navigation. Classroom training allowed users to benefit from collaborative learning and created a solid base to build off.

Training was delivered in the language of the user by bilingual instructors traveling to deployed sites. In some cases, local trainers were trained centrally.

Role Based eLearning Deployments

Role-based courses were assigned to users via the LMS. On-line demos and simulations allowed users to participate in real look-and-feel experiences such as practicing transactions and processes without actually being in a live system.

Level 2 (Kirkpatrick) assessments helped gauge the level of understanding and retention of each user for each course, giving ALG comprehensive insight into the effectiveness of the training.

ALG has ongoing access to the LMS to continue to train any new employees that join their team with the same material every time, allowing for more consistency within their business.

Notable Numbers

- **150** users trained
- **120** work instructions
- **35** simulations
- **10** full length courses (ILT)
- **6** countries
- **2** languages
- **$2.5 million** saved to date

For some of the instruction, we took a *"Train-the-Trainer"* approach. After teaching a few individuals from ALG, they trained additional users at other locations *using the knowledge they received.* Being provided with all the course materials and being able to *utilize the LMS as a resource*, they successfully trained all of their staff with the support they needed.

"The Savantis team is smaller but broader than any team I've worked with before."

Steve Kelly, Apple Leisure Group
Assoc. Dir. of Corporate Reporting

About the Savantis Group

We make SAP software affordable for mid-sized businesses by successfully implementing it over a period of weeks, not months or years. As an pioneer in the industry, we are making the most scalable, functional, and affordable business software in the world, we're helping to enable mid-sized businesses to effectively compete with competition of any size. Our other offerings include transactional content, document management solutions, mobile apps, hosting, and support services, such as training, staffing, and technical support.

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