

# Maximize Your UC ROI Through Training

The implementation of today's Unified Communications (UC) systems often arrives after a lengthy discovery and evaluation process. The final selection of those systems is heavily weighted upon expectations that the system not only provide a flexible and reliable communications solution, but that the system also improve efficiencies in operational processes. Companies estimate a savings of 5–30% on travel costs alone, through the use of converged communications.

Among the expected and realized benefits companies experience from the implementation of UC solutions, those most frequently listed by companies include the following:

- Improved collaboration and productivity across geographically dispersed teams
- Reduced costs of office space through mobile workforce enablement
- Improved customer service
- Accelerated decision making
- Enhanced employee mobility
- Reduced travel (5–30%)

Realizing these benefits is the foundation of the ROI for UC solutions. User adoption of the system, and efficient use of the features therein, are clearly essential to this realization. In a study conducted in June 2012, Jabra and the analysis institute Frost & Sullivan, evaluated 302 companies' strategic use of UC. A global roster of companies participated, from industries including Finance and Insurance, IT and Telecommunications, Manufacturing, Pharmaceuticals and Healthcare, Public Sector (excluding Healthcare) and Technology. Respondents believe that easy-to-use technology is most critical to ensuring employee adoption of UC applications (46%), followed by user training (30%). The ROI for Training in adoption of UC solutions forms the focus of this white paper.

In a study conducted by Ann P. Bartel in 1995, a large manufacturing company was studied for its training program across management, communications and technical skills. The results of the findings indicated 49.7% ROI of the training programs, with performance ratings and wage growth as success measures. This example is set to illustrate a potential ROI for UC system implementation which extends beyond the assumed costs of ownership, and usage of telephony for communications. This ROI is realized through day-to-day improvements in communication, and the business processes attached to communications at all levels of company functionality.

## Considerations for the Development of the Training Program

The greatest challenge for developing and conducting the training program may be developing a strategy that best facilitates acceptance and adoption of the new system. Although virtually every employee is affected in some way by the implementation of new UC solutions, it is power users (those with high volume use of messaging, IM, and collaboration tools) in particular who require a smooth transition. Power users may include executives, sales staff, mobile users, technical staff or customer service staff. It is these users who are most impacted by any loss of productivity due to learning curves or implementation issues. These are also the users who will help your company realize the greatest ROI. Secondary to these users should be their support staff, whose use of collaboration and IM may heavily impact the power users.

By considering the user base in terms of volume, feature sets and criticality, the planning of the training program can be targeted to the needs of the business-critical users, ensuring they are prepared for the migration. The final deliverable for your training program, and each module or breakout group, should include the specific audience for each module, performance objectives, training materials (deliverables), metrics for measuring success, resource requirements, timeline and budget. Additionally, for global companies or companies with a diverse workforce, consideration for a need for translated segments must be included in the strategy.

The key to planning an effective training strategy for optimum user adoption is to review the some of the following factors:

- Number of staff to be trained
- Timeline for delivery of training
- Level of interactivity required for effective training (i.e. role playing, scenario practice)
- Geographical dispersion of staff
- Rollout strategy of system (phased or flash cutover)
- Power Users / Mobile Staff
- Training methodologies that best fit corporate culture and personnel learning preferences
- Resources required of your company to realize effective training strategies

Considering these factors will lead to decisions on the most appropriate training delivery. Companies might consider combinations of hands-on computer training with an instructor, train the trainer sessions, self-paced training, or virtual learning. Sessions may be component based in short sessions, or may form intensive extended seminars.

## The Training Environment

The design process for creating the correct training environment must consider aspects that bridge the gap between staff skill sets. Power users and mobile workforce may have a more advanced need for features, and may have more advanced innate understanding of the new technologies versus more moderate end-users. IT staff will require administrative and maintenance training. Therefore, the most effective strategies for user adoption may be to deliver tiered skill-level training to usage-based groups of personnel. Training tools, such as quick start guides, wallet cards for mobile users, and complete user guides should not be overlooked in the overall strategy.

## Additional Learning Tools

In addition to the training scenario, the adoption of a dedicated IT helpdesk, and strategic placement of self-help literature, serve to diversify the overall training and user adoption strategy. Additional tools to consider are internal ambassadors (power users), instructional videos and town hall meetings. In our profiled case study, Cerium customer Olympic Medical Center (OMC) included a “town hall” strategy to promote early adoption of their new UC solution. Internal staff meetings included hands-on training with IP phone sets prior to their installation, as well as review of the UC features that would become part of the new communication environment at OMC.

## User Adoption Case Study Olympic Medical Center (OMC)



### Solutions provided:

- Avaya Aura® — CM, SM, SMgr, Messaging, AES, and Avaya Elite Voice Contact Center
- Avaya Attendant Console
- TASKE Call Reporting.
- 911ETC for e911
- Cisco® 37XX series switches

### The Planning Stages

For nearly two years, Olympic Medical Center’s Telecommunication Manager, Craig Haight, worked with Cerium Networks to maintain multiple legacy, end-of-life Nortel® PBX systems during the evaluation and discovery process of a new IP-based phone system. The new IP phone system needed to provide coverage for the entire OMC Network of sites, while the legacy systems needed to be maintained throughout the extended implementation phase. The result of this evaluation was the implementation of Avaya Aura with Communications Manager, System Manager and Elite Voice Contact Center.

### User Adoption and Training

The user adoption of the Avaya Aura system went smoothly, and “without a lot of hiccups.” Craig explained that OMC conducted a lot of advanced notification and training efforts to prepare end-users. This included the provision of advanced documentation to staff, and training on sample phones in staff meetings, which afforded “comfort buy-in” early in the planning and implementation process. Staff were also provided with wallet cards and quick start guides for easy reference to common processes.

Craig also offered high praise for the training provided by Cerium. Multiple training sessions were held for OMC end-user staff, in addition to administrator training. The new features, functions and voice messaging were quickly adopted and very intuitive for end-users. The training sessions included specific 9611 handset training, SIP phones (retraining people on the reloaded Nortel 1100 phones), and training on the new Avaya call center.

Cerium also provided advanced administrator training at Cerium’s Bothell office, which includes a full demonstration lab. Craig said he hopes to bring staff back to Cerium’s Bothell facility for more in-depth training going forward.



## Cerium Learning Center

At Cerium Networks, we understand that capital investments in technology are only fully realized when new technologies are fully adopted, managed and utilized to their most beneficial capabilities. To ensure any VoIP or UC project is successful, Cerium understands that customers must be empowered to use and support the solutions and applications going forward from implementation. Efficient training maximizes and accelerates adoption of new technologies. Cerium offers a robust, collaborative and customized training program to realize this goal.

With our training programs, employees and administrators are trained to utilize and manage new systems and features. In an effort to ensure this, we offer our customers instructor-led training by consultants through the Cerium Learning Center (CLC). The CLC is a division of Cerium dedicated to providing our customers with consistent quality training in an ever changing world of advanced telecommunications and converged solutions. We offer a wide selection of standardized training curriculums; or, customers have the ability to create a customized curriculum specific to their organizational needs. Training can take place on-site, via the web or at the CLC.

The CLC's unique approach brings our customers unparalleled experience and expertise in telecommunications and technology. Our instructors are trained in the discipline, product, or application they are teaching, ensuring that our customers receive the highest level of knowledge transfer available.

Whereas training with most partners generally takes place at the time that the system is implemented, the CLC offers training before, during and after implementation. This will ensure that customer staff members are an intelligent part of the initial solution design, can handle operational "go-live", and can maintain and support the lifetime of the solution. Our hands-on training takes place on-site in a classroom environment with the maximum class size not to exceed ten attendees. Depending on the availability of facilities in the training environments, each user will either have their own user endpoint or two users will share an endpoint during the training session.

The CLC is able to deliver end-user and system administration training via various modalities including classroom sessions with an on-site instructor, train-the-trainer sessions, virtual classrooms (web-based training), and customized video training. We are also able to blend these in order to devise a training plan that maximizes the benefits of training, as well as speeds up the adoption of the new solution. Additionally, Cerium periodically hosts complimentary training events and webinars.

Regardless of which training methodology is adopted for user training, the CLC utilizes a consultative approach to training. Our approach enables our trainers to acquire critical information about our customer's business, and in turn deliver a training session tailored to the practices, policies and operations of each customer. This allows the trainer to maximize the benefits of the training session. We value our customers' input as the training progresses, and are able to make adjustments along the way ensuring a high level of satisfaction.

The training programs from the CLC ensures maximized ROI from both a user and administrative perspective. Our training takes into account the specific environment, end users and administrators. Customer input is extremely valuable prior to the commencement of the training sessions. At Cerium we encourage our customers to be an integral part of the training plan.

Avaya® and Avaya Aura® are registered trademarks of Avaya Inc.  
Nortel® is a registered trademark of Nortel Networks Inc.  
Cisco® is a registered trademark of Cisco Systems, Inc.

1636 W. 1st Avenue  
Spokane, WA 99201  
t. 877.4CERIUM • f. 509.536.8633  
ceriumnetworks.com

**Locations:**  
Bothell • Kennewick • Kent  
Spokane • Beaverton • Boise  
Helena • Billings • Missoula

