

# Enterprise-wide Change Calls for Enterprise-wide Training

**Client:** Eastman Kodak Company, Kodak Education and Development Center  
*A global manufacturer of imaging products for commercial, professional, and amateur use.*

## Business Challenge

In the late 1990s, the Eastman Kodak executive leadership team decided to launch a worldwide enterprise resource planning (ERP) program. This ambitious global initiative was designed to link all of the company's businesses through a single highly-integrated information technology system. The powerful new system would replace more than 1,500 outdated and fragmented legacy systems.

Then-CEO George Fisher said, "Because of its global scope, the implementation of ERP may be the single largest change in the way we do business that Kodak has ever experienced."

In order to ensure the successful implementation of the ERP system, thousands of employees, vendors, and customers would need to be educated in a new way of doing business. Everyone who would use the system needed to be trained. What's more, the transition from the vast legacy systems to the single ERP platform would need to be accomplished with as few interruptions as possible to current business operations and employee performance.

## Solution

Gillespie Associates was selected to design and develop a comprehensive global training curriculum that would ensure a successful "go-live" transition from the multiple legacy systems to the new ERP system software. Our solution was to:

- Design and develop classroom-based training for system end users that could be delivered prior to each scheduled "go-live" date around the world.
- Create self-paced materials, job aids, and executive presentations to support classroom training experiences.
- Develop an on-line help system enabling end users to access instant step-by-step instructions on specific workstation tasks.



*"Gillespie Associates people have met the test. Other companies have come and gone on this project. Quality is their reputation, and they stick to it."*

- Robert Thompsett



- Develop web-based interactive training for end-users, ERP project team implementers, customers and vendors.
- Develop system support documentation using a Windows-based simulation tool that provided hands-on practice while learning day-to-day work tasks.
- Provide on-site project management to ensure that all training development activity met the company's aggressive completion deadlines.

#### ***Services Provided***

- Training development
- Web development
- Task simulations
- System documentation

### Why Choose Gillespie

---

*"In our third year partnering, Gillespie has the ability to bring on a capable team of instructional designers that can work in an ever-changing environment of little time and large training development volume to produce quality end-user training. We have been able to reduce development cycle times and successfully meet every launch since 1998."*

- Robert Thompsett

### Results

The ERP system was successfully implemented worldwide, and is continuing. Through an integrated approach to training development, end-users now use the new software to get work done. A variety of methods are available to help them learn to use the system – instructor-led classes, web-based and self-paced training materials, and online help. The company has realized efficiencies in work processes by having customers, vendors and employees trained to use a single integrated information system. People across the enterprise now have access to important information that impacts their work, which previously was only available to employees within each specific functional area.