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Final Copy of Case Study

Year:

2013

Status:

Laureate

Organization Name:

Liebherr Mining Equipment Newport News Co.

Organization URL:

www.liebherr.us

Project Name:

Liebherr Mining Training System

Category:

Economic Development

Please provide an overview of the nominated project. Describe the problem it was intended to solve, the technology or approach used, how it was innovative and any technical or other challenges that had to be overcome for successful implementation and adoption. (In 300 words or less.)

The Liebherr family business was established in 1949 by Hans Liebherr. Today Liebherr is not only one of the world's leading manufacturers of construction machinery but is also an acknowledged supplier of technically innovative user-oriented products and services in numerous other fields. The company has now grown into a group with more than 35,000 employees in more than 130 companies across all continents. Because Liebherr Mining Equipment Newport News and other operating companies within the mining division sell and maintain equipment worldwide, they must draw from a wide variety of resources and cultures to train, maintain, and operate their diversified product line. These

individuals span the globe and must support multiple languages in various countries, including the United States, Canada, France, Russia, Australia, Indonesia, South Africa, Ghana, Argentina, Brazil, and others. Due to the unique nature and size of their products, customer mining sites are usually in very rural and remote parts of the world. As such, Liebherr Mining Equipment Newport News has had to grow its own industrial workforce from a variety of culturally diverse labor pools. For example, a prospective operator/service technician trainee may have been herding goats or teaching school for a living prior to entering our training program. In 2009, Liebherr Mining made the strategic decision to implement an eLearning strategy to handle the global nature and diversity of their training needs, and selected Saba's Learning Management System. The Saba LMS was initially implemented at Liebherr Mining Equipment Newport News to provide technical training for its product support field service technicians and those enrolled in the Welder/Fitter apprentice Training Program. Shortly thereafter, Saba was implemented at the Liebherr Mining Equipment factory in Colmar, France (LEC). The Liebherr Mining Training System (LMTS) continues to expand to other mining companies within Liebherr.

When was this project implemented or last updated? (Please specify month and year.) Has it incorporated new technologies and/or other innovations since its initial deployment? (In 300 words or less.)

Liebherr Mining has been a Saba customer since 2009. They have recently upgraded to Saba Learning Management 6.1 and also have continued to expand their project to other countries, including France, Canada, Chile, and Ghana. Their next rollout will include Australia in April 2013, with Indonesia, Russia, Argentina, and Brazil next as a result of the positive feedback and demand. They have also expanded the use of languages so the system is available in English, French, Spanish, German, and Portuguese to serve its user population. Liebherr realized that implementing a blended training system would allow the company to deliver prerequisite training online, allowing instructors to focus on teaching the higher-level courses. "This helps maximize the training dollar by delivering prerequisite knowledge online and focusing the more costly in-person training on the higher level training. It saves us time and money," says Clint Richards, technical training manager at Liebherr Mining Equipment Newport News.

Is implementation of the project complete? If no, please describe the project's phases and which phase the project is now in. (In 300 words or less.)

After the successful implementation of the system in Newport News, VA, Liebherr Mining started receiving requests to provide similar training to other operating companies around the world, as well as Liebherr Crane and Construction in the United States. After providing training to 100 people in their customer support

organization, and then expanding to 500 locally, its sister factory Liebherr Mining Equipment Colmar joined the system. Not long after other Liebherr Mining operating companies are getting onboard to access the factory online training, create learning plans and manage certifications. In 2013, Liebherr Mining Ghana anticipates its organizational training to be 2,567 man-days with web based training making up 22%. Furthermore, Saba Learning Management is being used to manage employee national driving license and mine driving permit systems. "This has been a real resource-leveling strategy for Liebherr," comments Clint Richards. By using one common system (Saba Learning Management) throughout Liebherr Mining, the factories and Liebherr Mining operating companies are able to manage certifications easily and quickly, which is critical in their highly regulated industry. Prior to having the Saba Learning Management system, Liebherr stored certification details in a spreadsheet, which did not provide a consistent approach to certification management or compliance. It is common for each worker to require 4-5 certifications and renew them annually based on training requirements. Failure to comply with certification requirements can lead to expensive fines and penalties.

Please provide at least one example of how the technology project has benefited a specific individual or organization. Feel free to include personal quotes from individuals who have directly benefited from the work. (In 300 words or less.)

Liebherr Mining Equipment strives to provide world-class technical training and support to its customers and sales companies. Together, Liebherr Mining and Saba provide training to otherwise underutilized populations in economically depressed areas including Chile, Ghana and in the near future, Indonesia. In Ghana, for example, many local residents cannot read or write, yet they wish to hold a job at Liebherr Mining Ghana. Liebherr provides access to a standard level of training, enabling employees to obtain the training they would have never received before. As a result, Liebherr has provided jobs to 189 employees in Ghana. Since the implementation, Saba has been used for all organizational-wide training management and offering web-based programs on basic technical generic engineering trainings and product introductory trainings. In 2012 alone, Liebherr Mining Ghana has trained about 170 employees, the majority of which are technicians. The employees received web-based training courses in various engineering disciplines, averaging four offerings per person. The biggest advantage is that training is now closer to the field technicians. Employees are able to access and attend streamlined training more frequently and regularly. Employees are able to request offerings that they see interesting to their field of discipline. Liebherr Mining Ghana is using Saba Learning Management and its associated web-based training platform to reduce the learning gap, thus improving technician's basic fundamental knowledge both on the various Liebherr mining products and general engineering.

Would this project be considered an innovation, a best practice or other notable advancement that could be adopted by or tailored for other organizations and uses? If yes, please describe that here. (In 300 words or less.)

Liebherr Mining has created a best practice method in expanding the Saba LMS project to other countries as they need it. It starts with a limited scale and creates a usability ROI model. Once developed, the company tests it thoroughly and runs it by a pilot group. Once all processes are in place, the program is rolled out in a phased approach to other countries. The company has learned that a support system setup and communication plan is critical, especially in countries across various time zones and languages. Liebherr trains local people from native countries as a learning administrator and they in turn set up escalation processes. "Implementing a blended training strategy in a traditionally hands-on industry such as mining initially proved challenging. While early on there were many supporters, there were equally as many skeptics. Since implementing the system several customers who previously said eLearning wouldn't work at their mine site have changed their position and now want to know when they can get on the system. eLearning is like trying to describe the Grand Canyon: you just have to see it. Like the Grand Canyon, once you see it, you recognize its value and want more," comments Clint Richards.

If there are any other details that the judges should know about this project, please note them here. (In 300 words or less.)

The success of the Liebherr Mining Equipment Newport News project can be measured by its growth, acceptance and adoption by other operating companies around the world. Back in 2009, Liebherr Mining Equipment initially implemented Saba Learning Management to suit the needs of the Customer Support group at one location. Today, the project has evolved into several countries and speaks volumes to the success of their finely tuned implementation program, including setting up training plans for workers based on required skills. Upon selecting the Saba Learning Management system, Liebherr performed an audit to find out the lowest skill level of the field technicians and build up to the different levels to make an easy progression. The field service managers also had the problem of needing to send their people overseas for training. Saba's e-learning modules don't require a trainer, are shorter in duration (no more than 1-1 1/2 hours), and can be managed directly on the mine site with kiosk computers. The question was how to manage the progression and the follow-up of the training. Saba Learning Management was the right tool to manage workers' progressions through the training. "With Saba, we could introduce the tracking and training progression but also make some curriculums that have a training program for different types of work. We could make different domains, unique for each



affiliate with different catalogs. Other operating companies adopted the same model to follow their own specific local training. Since we implemented Saba Learning Management in Ghana, we could see the skills level increasing and the trainees are enjoying following the training at their own pace. Also, managers can have an overview of the training skills of their team and register them on training."

– Dominique Ehrhardt, Field Service and Training Manager