

# case study

## CEMEX

### CEMEX Extends Reach and Scope of Global Learning with Saba

#### Solution Overview

#### Industry — Construction Materials

#### Challenge

Deliver online learning aligned with corporate strategy to streamline operations as well as improve overall quality and efficiency

#### Benefits

- Gives more learning opportunities to employees
- Supports the training of more people — 8,300 to date — double the number before Saba
- Empowers employees to take command of their own learning
- Reduces time to competency
- Helps employees improve on-the-job performance
- Promotes self-service and convenience

#### Solution

Saba Learning Suite

CEMEX is a global building solutions company that provides quality cement and ready-mix concrete products to customers and communities in more than 50 countries throughout the world. The company improves the well-being of those it serves through its relentless focus on continuous improvement and efforts to promote a sustainable future. A key to achieving this goal is employee training.

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Samuel Kaswan, Learning Manager Organization  
and Human Resources  
CEMEX

#### Providing Training to Global Employee Base

As it has grown, CEMEX has acquired and integrated into its business cement companies around the world. To ensure that the company sustains its high standards for product and service delivery, “training is critical,” explained Samuel Kaswan, Manager of Learning, Organization and Human Resources at CEMEX. “To address these issues, we needed to develop a more holistic approach to training and move from primarily instructor-led training (ILT) to Web-based training.”

CEMEX’s introduction of Web-based training was part of a bigger corporate initiative. “The decision to move to more Web-based training was part of a companywide program directed at leveraging digital technology to standardize and automate processes,” said Kaswan. “CEMEX’s e-learning initiative was designed to make the best use of technology to improve learning management processes. We estimate that with e-learning, we are able to convey the same amount of information as in a classroom in 25–60% less time.”

### **Saba Powers E-Learning**

“In 2001, CEMEX bought Saba Learning to support its new e-learning initiative. Saba provided a range of functionality that CEMEX needed to successfully implement an e-learning program, including the core pieces — Web-delivered content and electronic management of the learning process,” explained Kaswan.

CEMEX deployed Saba Learning worldwide and currently has more than 8,300 users across 24 countries. All of CEMEX’s Web-based training goes through Saba Learning. “At CEMEX, e-learning plays a key role in realizing the vision of a single, global company and Saba is at the core of this. Saba has allowed us to deliver a consistent training message worldwide and eliminate duplicative training efforts,” said Kaswan.

### **E-Learning Value Proposition Centered on Learner**

“When presenting the e-learning initiative internally, CEMEX positioned the value proposition as centered on the learner,” said Kaswan. “Saba’s robust functionality helps CEMEX achieve this and meet key goals.” Among the goals met with Saba are empowering people to take command of their own learning, reducing time to competency, helping people improve on-the-job performance, promoting self-service and convenience and offering the possibility to strengthen business relationships with the extended enterprise.

“We have deployed Saba to almost all levels of the organization and have had a very positive response from our end users. It is being used to find and get approval for all of our Web-based training,” said Kaswan. “It also helps us give employees more guidance by providing course recommendations based on gaps and lets them easily view training options and availability.”

### **Taking Saba Learning to the Next Level**

CEMEX is in the process of a major Saba upgrade. Saba Learning is being rolled out to CEMEX operating units across five continents. “Because of the great results that we’ve had with Saba for e-learning, we are moving all of our learning programs to Saba Learning,” Kaswan said. “Having both e-learning and instructor-led training tracked in Saba, we will be able to take full advantage of Saba’s rich feature set and achieve even greater results.”

Saba supports a range of functions beyond strictly scheduling and tracking internal training courses. “We use Saba to manage other education programs, such as scholarships and credit degrees as well as requisition external education and on-the-job training,” Kaswan said. “Saba is also used for prescriptive learning to assign and track individual plans. Employee development plans are managed in Saba, including creating custom plans and allowing employees to track their development.”

“We will also start managing multilingual content in Saba, which is going to be great for our new audiences,” said Kaswan.

This new learning model, powered by Saba, is called CEMEX Learning and will be used to manage both institutional content (corporate content, aligned to the corporate strategy) and individual content, which will support specific employee needs based on position and gaps. “We will also be able to manage content at a business-unit level to address localized issues and training requirements.”

Saba will help streamline the course selection and approval process too. “Users will be presented content, in Saba, according to their profile. Courses can then be selected

and sent through the approval process all from Saba. This approval process even includes multiple levels of approval — manager approval as well as approval from budget owners,” Kaswan explained.

“The ability to track and create reports about employee training in Saba will be a big help for us. In some countries, there is a tax incentive for training employees or a legal requirement to specifically report training activity. When this upgrade is complete, we will be able to use Saba to quickly and easily access an accurate list of courses that employees have taken,” said Kaswan. “We will also be able to produce reports that our plants need for their annual ISO certifications.”

In 2006, CEMEX will face a new challenge: to integrate into Saba’s solution the users of RMC, the new company acquired by CEMEX in Europe. “This will be a challenge,” explained Kaswan. “Not only will we be adding a significant number of users to the system, but we will be adding multiple languages as well.” Today, CEMEX is using Saba in English and Spanish. In 2006, the company intends to add French and German, covering more than 50 countries worldwide.

**Combining Saba and Centra Solutions**

As CEMEX extends its learning infrastructure to more distributed employees, they will look to integrate Saba Learning with Centra Live, virtual meeting and classroom technology that enables globally dispersed employees, customers and partners to exchange knowledge online in real time. Centra Live is accessible on the CEMEX intranet and is used today for CEMEX meetings in more than 50 countries.

“As we expand access to Saba Learning to more people in over 50 countries around the world, we will look at extending the system capabilities,” explained Kaswan. “For example, we may integrate Centra’s virtual classroom with Saba, leveraging real-time access to information and learning to help develop our growing workforce.”

**Saba an Integral Part of Business**

“Employee development is a fundamental part of CEMEX’s corporate culture and Saba has helped us significantly improve how we deliver training and dramatically increase the reach and scope of our training,” said Kaswan. “With just the e-learning initiative, Saba has allowed us to more than double the number of people trained. Today, we’ve trained more than 8,300 employees.”

“Saba has become an integral part of our business. We plan to have everything around developmental learning done with Saba Learning,” concluded Kaswan.

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