



## GMAC accelerates business processes and saves over \$12 million a year using WebEx.

Virtually all GMACCM employees rely on WebEx to help them train rapidly, communicate with team members quickly, and get their jobs done more efficiently. The results have been substantial. The company is slashing travel costs throughout the organization. Training takes place online instead of onsite. Sales reps get in front of more customers in less time. And the company is able to provide fast help desk support to remote users. WebEx is a vital part of the culture in this organization.



**A WebEx customer since 2000, this premier financial services company uses a full suite of WebEx applications.**

## INDUSTRY

Commercial real estate

## WEBEX APPLICATIONS

WebEx Enterprise Edition

## SUMMARY

WebEx meetings transform the entire GMAC Commercial Mortgage business culture into a high performance workplace that communicates and collaborates faster and better than ever before.

### ABOUT GMAC COMMERCIAL MORTGAGE

#### Line of business:

Mortgage services

#### Headquarters:

Horsham, PA

#### Number of employees:

3500

#### Has been a WebEx customer:

Since 2000

*“We developed a cost-to-benefit analysis when we first deployed WebEx that showed we were saving \$3,500 in cost per trained employee per year – that’s comes to over 12 million dollars a year we saved.”*

— Sandra Morris, Vice President, Learning and Employee Development

GMAC Commercial Mortgage Corporation (GMACCM) is a premier financial services firm with extensive funding sources that, coupled with a broad menu of innovative financing programs, serves the needs of borrowers of commercial real estate debt as well as the providers of capital. GMACCM is an industry leader in loan origination, servicing, asset management, investment management, and technology services. This diverse lending and servicing specialist and its affiliates employ 3,500 staff in more than 100 offices worldwide.

#### The Challenge

In 1999, GMACCM was planning their first company-wide rollout of a new PeopleSoft Time Card system. The company’s training team, led by Vice President of Learning and Employee Development Sandra Morris, prepared to support the rollout by supplementing their six-person training staff with six consultants. This extended team would rotate between GMACCM’s 100 global locations in North America, Europe, and Asia, doing live, onsite training with local employees. Difficulty in scheduling times at the remote offices, however, interrupted the preset training schedule and trainers frequently had to leave for the next leg of their trip before ever getting in front of a classroom. “We spent a lot of time and money on this training plan, and then ended up having to do it all over again via phone and email,” says Morris. “Quite frankly, it was a disaster.”

#### The Solution

According to Morris, “I was introduced to WebEx by one of our sister companies. After I talked with the company and saw what it could do, I was ready to move forward.” Morris began using WebEx in 2000 to deliver a series of common business application training sessions. The

intention was to slowly introduce WebEx to the organization, gain adoption in individual departments and workgroups, and let it migrate at a comfortable pace across the enterprise. “It took about six months before our employees knew about it and what it could do,” Morris says. “We gave them the option of taking trainings via in-person classes, or online with WebEx. The first WebEx users immediately asked for all their training content to be delivered online—they didn’t want in-person trainings anymore.”

GMACCM’s training group now facilitates one training a month on its twelve common business applications, plus a number of new hire presentations, via WebEx Training Center. “The only time we offer in-person classroom trainings now is when we have an upgrade that the entire company needs to get,” says Morris. “Then we use a blended in-person/online training model that lets us rollout as efficiently as possible.”

GMACCM expanded its use of WebEx online meeting applications by adopting it for use by business managers for routine meetings. This use dramatically increased after 9/11, when GM put a moratorium on all business travel. “We were slammed with people requesting training on how to use WebEx,” says Morris. “We started training our business teams on how to host their own WebEx meetings. Now our executives are using it to facilitate collaboration among their departments and to communicate and collaborate with all their internal and external constituents.”

Morris feels WebEx has become an integral part of GMACCM’s culture, noting that everyone at every level of the organization uses WebEx business applications. One of the more interesting changes WebEx has driven was the adoption of a

*GM did an analysis of WebEx based on our positive experience and the savings we were realizing, and effective in 2005, made it mandatory that everyone in their organization use WebEx.*

— Sandra Morris, Vice President, Learning and Employee Development

new Management Curriculum for senior executives. According to Morris, “Prior to WebEx, a senior executive would not step foot into an in-person classroom training because there was a perception that high-level execs shouldn’t need that kind of information. WebEx created a new training environment that engaged their interest. After we saw their attendance increase and knew that our adoption was going to be high, we evolved our Management Curriculum, delivered via WebEx Training Center. It’s now required.”

WebEx is also fully integrated into the company’s backend Learning Management System (LMS), the PeopleSoft Learning Enterprise, and Morris’ team schedules all WebEx training sessions directly through the LMS. This facilitates automated emails with registra-

tion information, tracking attendance, updating employee records, and keeping department managers notified of their staff training activities. The integration also enabled a very successful deployment of the company’s Performance Management Training. Required for all managers, the trainings were delivered over a three-week period via WebEx Training Center, along with follow-on performance appraisals. Those with low appraisals were supported with additional instruction until they achieved the required performance levels. “In the past, we actually had entire groups that never completed the appraisal process,” says Morris. “WebEx allowed us to ensure performance levels company-wide and track those appraisals within our LMS. We never could have accomplished this without WebEx.”

The efficiencies that the GMACCM/WebEx synergy has made possible are also being noticed by other GM divisions. Morris’s use of WebEx to host a meeting of the GM Training Counsel, of which she is a member, generated high praise. “I had sixty attendees signed onto WebEx for a 4-hour session. After the meeting, I was overwhelmed with feedback saying that the WebEx session was the best they had ever attended. GM was using Placeware (now Microsoft Live Meeting) at the time and the service was always a challenge. After my presentation, GM did an analysis of WebEx based on our positive experience and the savings we were realizing, and effective in 2005, made it mandatory that everyone in their organization use WebEx.”

### Deploying WebEx Across the Enterprise

DEPARTMENT	APPLICATION USE
Employee Development	<ul style="list-style-type: none"> <li>Trained 1,100 employees and managers on an upgraded Time Card System in a three-week period</li> <li>Trained more than 1,700 employees on a new Performance Appraisal Process over a four-week period</li> <li>Deliver 144 WebEx trainings on standard business applications per year, plus new employee trainings</li> <li>WebEx is primary solution to deploy training to remote employees in Asia and Europe</li> </ul>
Information Technology	<ul style="list-style-type: none"> <li>IT subject matter experts use WebEx to deliver global technology training on the fly</li> <li>Helpdesk tool to assist users in learning new procedures and perform routine installs</li> <li>Technology training has been delivered successfully, as users are able to open two windows to see the instructors' navigation while following along</li> <li>WebEx used to deploy several Windows upgrades</li> </ul>
Risk Management	<ul style="list-style-type: none"> <li>Developed an instructional library of WebEx sessions for viewing on demand</li> </ul>
Servicing	<ul style="list-style-type: none"> <li>Routine servicing of loans and loan products to commercial customers</li> </ul>
Product Management	<ul style="list-style-type: none"> <li>External business meetings</li> <li>Product rollouts</li> <li>Product training</li> <li>Research and product feedback</li> </ul>
Legal	<ul style="list-style-type: none"> <li>Replaced weekly in-person meeting of globally distributed team with WebEx meeting</li> </ul>
Sales	<ul style="list-style-type: none"> <li>Business managers and various subject matter experts are trained to use WebEx to deliver demonstrations to potential clients in other states to reduce travel costs</li> <li>Developed an instructional library of WebEx sessions for viewing on demand</li> </ul>
Enterprise	<ul style="list-style-type: none"> <li>Business units use Webex to conduct training across business lines</li> <li>Routine internal and external meetings</li> </ul>

*“We gave [our employees] the option of taking trainings via in-person classes, or online with WebEx. The first WebEx users immediately asked for all their training content to be delivered online—they didn’t want in-person trainings anymore.”*

— Sandra Morris, Vice President, Learning and Employee Development

## The Results

The quantitative results realized from GMACCM’s WebEx installation have been unprecedented. Morris’s team has repeatedly delivered company-wide trainings for major system upgrades in as little as three weeks—processes that previously required several months to execute. “We developed a cost-to-benefit analysis in 2001 that showed we were saving \$3,500 in costs per trained employee per year – resulting in over 12 million dollars a year in savings,” says Morris. If the analysis had included all the other groups that were using WebEx at this time, this figure would probably have been doubled.”

WebEx’s qualitative benefits have also been substantial, with virtually every GMACCM employee relying on WebEx to help them train rapidly, communicate with team members quickly, and get their jobs done more efficiently. According to Morris, “We are slashing travel costs throughout our organization. Business units are training across business lines, our technology trainings can happen online instead of offsite, and our sales teams are getting in front of more customers without wasting time and money flying from place

to place.” GMACCM has even adopted WebEx to deliver help desk support, enabling real-time viewing of remote desktops and the ability to share applications and teach end users on new products.

“We use WebEx to tell us how our products are doing,” says Morris. “I use the polling feature to not only check retention, but to get the user’s opinion on the product. I want to know if it’s valuable to them, if they see themselves using it, and how it can help them work better. This feedback filters throughout the organization and business units can make better decisions about the tools and applications we choose to deploy.”

WebEx has migrated to virtually all parts of the GMACCM organization, with individual groups focusing on the features that best facilitate their needs. “Our sales teams are using the recording function to establish their own library of sales training materials for on demand access,” says Morris. “Our Risk Management group is doing something similar. We had a team of lawyers that met every week, literally flying in from every part of the globe. Now they use WebEx, saving time and costs, while still getting the job done.”

## The Future

Morris definitely sees WebEx continuing to be an integral part of GMACCM’s culture and ability to do business. Future applications include adding more content to its training library for on demand access. “We’re a small staff,” Morris says, “and we’re frankly running out of time to prepare all the content for the number of business applications we’re now training on. We want to establish an on demand library of WebEx sessions that will help us meet this need without adding headcount.”

Morris adds, “There is no way we could have done all we’ve done without WebEx. Our peers in sister organizations ask us how we handle training rollouts at the speeds WebEx enables. They’re blown away by it. It has made our lives very simple and made our team look very good.”

## HIGHLIGHTS

- GMAC Commercial Mortgage was hampered in deploying training by the size and geography of its global workforce.
- WebEx Training Center reduced training deployments from several months to a few weeks and generated savings of \$3,500 in costs per trained employee per year, with a total of over 12 million dollars saved.
- WebEx migrated to enterprise-wide use after 9/11—now the entire organization is speeding communications, collaboration and business processes via online meetings and training.

