



Solutions in Focus

Solving your ERP rollout challenges
using Assima technology



Imagine this scenario, a not uncommon one facing many CIO's today in large multinational corporations

Company Stats

Global organisation, operating in 35 countries, with 110,000 employees worldwide.

Change Project

Organisation is restructuring its operations, merging previously independent business units into one new shared service centre in a new locale; One single system instance, a global process template and new accounting practices define this change project.

Drivers

Increase efficiency; improve profitability via new billing and accounting procedures; improve corporate governance; improve and standardise customer service.

System & Process

Key to the success of the reorganisation is the implementation of a new ERP system which will replace 13 outdated legacy systems. The ERP system introduces 540 new system tasks and 77 new business processes to be adopted by the user population.

User Population

More than 12% of the global workforce - 13,000 employees - will be impacted by the new system and processes. Impacted in different ways to different extents:

User Challenges

- ▶ Two releases of the system: (new & upgrade); two versions: Web Portal and GUI interfaces; different levels of exposure to ERP
- ▶ High number of users are faced with non-complex tasks, but highly critical, executed frequently
- ▶ Medium number of users face highly complex tasks, highly critical, to be executed with medium frequency
- ▶ Small number of users will be fully involved in the change project, with responsibility for designing, teaching and supporting the entire user base
- ▶ Users situated across five countries, six languages; representing different cultures, data, locality and interface requirements

How do you engineer this system implementation to achieve the desired ROI?

How do you upskill the workforce in the new systems and processes in order that the company improves efficiency and competitiveness as a result?

There are tasks and functionality in any system implementation which though not complex to use, performing them correctly is critical. Weekly Timesheets reporting, as an example, is a system task that invariably consists of simple navigation steps, but can be prone to user error. Incorrect labour codes, misallocated hours, lost days... all errors which ultimately affect the company's monthly revenue recognition, the interim financial reports and overall performance targets.

When large numbers of users are given access to these non-complex but critical tasks, it is important that they complete these transactions proficiently, and keep using them continuously, in the right way. These users don't need to be experts; they just need to execute - perfectly, each and every time.

Assima Solution



Roll out an EPSS - For these users, you can justifiably ignore the training stage, and go straight to the support stage. Classroom training and e-learning are costly and ineffective options for upskilling, when users simply need to execute the right steps, and select the correct data in fields.

- ▶ With an EPSS you can deliver live in-application task guidance, mapping out the transactions step by step in the system for the user to follow
- ▶ An EPSS can provide field oriented notes, explaining different data values to choose from
- ▶ A contextual EPSS provides content directly relevant to the screen or field a user is navigating
- ▶ An EPSS can index and source all other content that may be helpful to the task, such as Procedural Info, Training Guides, Company Policies and other reference documents
- ✓ Don't need to send people on training
- ✓ Constantly available on-request in the application, robust to application changes, low maintenance solution
- ✓ Alert users to changes to system, or changes to procedures with in-context push of information
- ✓ Don't worry about training new hires; use same approach
- ✓ Leverage all your content into the EPSS e.g. training content and content from 3rd party sources
- ✓ Get ROI by ensuring that new system is utilised **effectively, proficiently** and **continuously**

Using an EPSS to deliver in-application guidance to users executing best practice tasks, you bypass the costs and inefficiencies inherent in the more conventional approaches:

Rejected Options

Classroom Training

- ✗ 1000's of man days lost to training; people away from their jobs
- ✗ Expensive to create and support – infrastructures, rooms, servers, logistics, scheduling, licences for systems, course materials, loading data for training client, managing weekly refresh procedures, getting trainers organised and trained

E-Learning

- ✗ Lost time to training
- ✗ Ineffective learning method, click-to-the end mentality, low retention
- ✗ 70% of learning is forgotten two weeks after training
- ✗ Typically time-consuming to maintain and keep content current
- ✗ Will become outdated and shelved within six months

Managing High Criticality / High Complexity Tasks

Then there are the tasks which are also complex in nature, and which have a high business impact, e.g. raising invoices, closing month end accounts and creating client contracts. In this case, the users have to learn and understand the complete task and its wider business context. With critical tasks such as these, the business needs to certify the users' skills and understanding and should take a tough stance: no competency - no access.

Classroom, instructor led environments are suited to complex learning of this type, as the involvement and interaction secures high retention. People learn best by being able to explore the system they are learning, navigate multiple paths, and learn by making mistakes on fields and given guidance. However, implementing and supporting additional training client databases for this kind of training can be costly.

Assima Solution



Implement a cloned simulation training sandbox - Assure an in-depth, always-on, objectively measurable system training environment, for critical and complex learning, with end user certification.

- ▶ Cloning technology captures the GUI of applications to create secure, reusable and easily maintainable learning objects / simulations
- ▶ Cloned simulations can be translated into various target languages using dictionaries
- ▶ Cloned simulation data can be tailored to specific populations of users
- ▶ Screen objects captured in clones can be changed, customised and moved to alter the screen design and functionality
- ▶ Cloned objects are versatile and multi-purpose: documentation, EPSS, training content, system design, test scripts
- ▶ Scores / objective assessment of performance on steps and fields are acquired for user certification

- ✓ Get a 24/7 solution delivering a homogenised training message
- ✓ Get localised simulation sandboxes without sourcing additional licences for other ERP languages
- ✓ Eliminate specific data load yet allow for data anonymisation
- ✓ Create sandbox before system is even designed or completed - deliver training early
- ✓ Certify the skills of your users with objective scoring methods as well as the instructor's feedback
- ✓ Get ROI by ensuring that users learn through high quality/interactive simulation training - how to use system and process proficiently

Using a cloned training environment in the classroom, you deliver an effective platform for complex and critical learning and certification, and bypass the costs and inefficiencies inherent in the more conventional approaches:

Rejected Options

Vendor Sourced Training Client

- ✗ Expensive infrastructure, licences and hardware, and then repeat for every localised version
- ✗ Time consuming / lengthy to maintain, create data for, refresh regularly
- ✗ Additional languages? Additional systems required, additional workload
- ✗ Risk of downtime, data corruption and cost of maintenance
- ✗ Delivery of homogenised messages compromised by quality of trainers

E-Learning

- ✗ Click-to-the-end mentality; limited interactivity; don't learn by exploring and from making mistakes
- ✗ Complex transactions can't be learnt through one-dimensional demos
- ✗ Doesn't engender proficiency, impacts overall company performance, and ultimately profitability

Supporting the Super Users

A select group of users will take a lead role in the IT change project. They will develop the content and disseminate the messages through which the organisation will learn and become proficient and agile with the new systems supporting them. They are the **Super Users**. They need to know everything, do everything: develop content, administrate, manage, track, train, communicate, support and promote the new system and process.

Used correctly, this population can effectively drive through the change program.

Assima Solution



Provide a Super User Project Platform and a proven and robust methodology - Deliver targeted change practices supported by a single repository platform through which all change management activity and information can be developed, pushed out and managed.

- ▶ A change project platform supports the application deployment lifecycle: Communications, Training and Performance Support
 - ▶ Manage the content development process from outline, task assignment, development, review, versioning, through to publication and update
 - ▶ Training and communications are pushed out and organised to target specific audience and role groups
 - ▶ Report on overall project statistics and key success measures: user adoption, utilisation and user proficiency
 - ▶ Upskill the project team using comprehensive library of project lifecycle materials
- ✓ One single repository for all project related content
 - ✓ Bespoke system design for IT change projects
 - ✓ Deliver a personalised user training, certification and support environment
 - ✓ Analyse the success of the project, reporting on key change performance measures
 - ✓ Increase user adoption by ensuring that users are involved and supported throughout the implementation
 - ✓ Proven rollout methodology with track record

With a project oriented change system and methodology, you deliver a collaborative single source platform for users who need to be onboarded, and activities that need to be managed, avoiding the risk and complexity of connecting several disparate systems:

Rejected Options

Disparate Management Systems

- ✗ Huge challenge of having to interconnect disparate systems together
- ✗ Implementing other systems alongside priority project is too high a risk
- ✗ LMS, LCMS, CMS systems not designed for the job
- ✗ Information latency and duplication of effort

Driving Continuous Improvement

Once gone live or in a steady state, you need to be able to monitor how the business is performing with the new or existing systems and processes. Are users using the functionality and using it correctly? Is data being entered according to expectation? Is the system holding up your processes? Are the business targets being met?

With a holistic view of system usage, system performance, training analytics and user performance, you can adjust your practices and improve your procedures when needed. You need to **know the facts and figures** in order to take corrective action.

Assima Solution



Adopt an Early Warning Performance Monitoring System - Get an all-inclusive analysis on the use of your IT systems and processes, allowing you to correct systems and behaviour early before they become a problem.

- ▶ Set performance goals on key transactions or process areas critical to the business targets
 - ▶ Configure alerts for over or under performance, slippage or incorrect usage
 - ▶ React to the warning systems by addressing the pressure points
 - ▶ Adjust the performance, utilisation or proficiency issues when they occur
-
- ✓ Get data, reports and analytics on systems and user performance, to understand better how to improve the business
 - ✓ Reports on system errors
 - ✓ Reports on system low performance
 - ✓ Reports on user errors / variation from best practice
 - ✓ Reports on user performance (per user, per group)
 - ✓ Management dashboard highlight trends and areas requiring specific attention

With an early warning performance monitoring system you can improve your business processes, tackling the route problem as soon as it occurs, and avoid discovering the problem six months down the line when it has grown too big to manage:

Rejected Options

Disconnected Information Sources

- ✗ No system in place to consolidate information gathered by different sources, such as IT, hot line, 2nd level support, project change team and Training departments
- ✗ Information not compiled for management viewing and understanding
- ✗ Information about systems and people is not shared
- ✗ Vital / critical information cannot be unearthed
- ✗ When / if critical information is detected, it risks not being shared by all parties and the solution found may not be optimal or may even be wrong
- ✗ No repository storing past experience and how past problems were solved; what tangible benefits were measured

Assima Training Suite

- Prototype and blueprint systems and processes to achieve effective process design
- Interactive and lifelike learning tutorials ensure superior knowledge retention
- Automatically generate training, testing and support documentation
- Swiftly anonymise confidential and personal data
- Automatically translate content into local languages for greater utilisation

Assima Change Management Suite

- Collaborative project management and content development environment
- Targeted just in time training content and role based training plans
- Relevant contextual communications and news messages
- Process discussion forums and support groups
- Automatic training and learning events scheduling
- Monitor user adoption and organisational proficiency

Assima Performance Suite

- In-Application tool tips and immediate guided assistance
- Quick synopsis overviews of system transactions and process flows
- Search and immediately locate all relevant and contextual support materials
- Minimise user downtime and enhance productivity

Assima Consulting Services

- Change management and communications methodologies
- Comprehensive training and change needs analyses
- Instructor led training and post event coaching
- Evaluation and performance support approaches
- Efficient project management and control

Assima Multilingual Suite

- External translation of application interface
- Dynamic switching of languages
- Localise any application, tool or portal

Design
Testing
Communication
Training
User Performance
Performance Monitoring



Assima PLC
CityPoint, 1 Ropemaker St
London EC2Y 9HT
United Kingdom
+44 (0)207 153 1400

www.assima.net

Assima DACG UK
+44 (0)207 153 1400

Assima US
+1 800 608 5373

Assima Canada
+1 514 282 6678

Assima France
+33 (0)1 47 30 71 30

Assima DACG Germany
+49 (0)211 52391 185

Assima Switzerland
+41 (0)21 612 03 79

IMS Assima Denmark
+45 (0)5128 0000

Olas^{IT} Ireland
+353 (0)1 2790 020

Assima Italy
+39 (0)2 582 15 415

Assima Spain
+34 91 572 6589