

Optimum



GETTING ERP USER ADOPTION RIGHT

5 STEPS FOR SUCCESS

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Getting ERP User Adoption Right

5 Steps for Success

User adoption is crucial to the success of any enterprise system project. With the cost of implementing an ERP system often reaching millions, companies must ensure success. According to a [Software Path report](#), the average budget per user for an ERP project is \$7,200, but this number varies depending on business size and number of users.

When push comes to shove, user-training is too often an afterthought and sacrificed at the expense of launching on-time.

Companies who have successfully rolled-out new enterprise systems are likely to have bought into the benefits of user-training. Whether by a steering committee, project manager or a business change manager, training needs to be on the agenda from the programme's start. It also needs to be adaptable to client's needs, timelines and budget.

It is this combination of efficiency and effectiveness that a bespoke training partner delivers. Once companies have that knowledge, they can secure budget resources and time. Here we will outline the steps needed for a successful ERP adoption.

STEP #1

Revisit budget and assumptions

"End-user training plays a critical role in the success of any business system implementation. Despite many industry experts confirming this, the end-user training phase is still frequently overlooked until it's too late."

Joanne Harrison, Optimum

There is no worse feeling than being over budget, and many projects are over budget only because they were under-budgeted, to begin with. It is highly unlikely that anyone has ever been involved in a project where the business spent too much time on training.

Global IT advisory firm Gartner identified in its study, *The Justification of IT Training*, that companies spending less than 13% of their ERP project costs on training were three times

more likely to fall short of their business and project goals than organisations spending 17% or more.

User adoption and user acceptance must be underpinned by a thorough training programme. An ERP budget must take into account building and delivering training courses, end-user materials, and user resources as part of an effective training strategy.

It is worth double-checking to see that all the costs have been included in the business case and that budgeted costs seem reasonable. This is preferable to do at the initiation of the project – but regular milestone reviews should also be a chance to review early assumptions, especially as project members gain more knowledge and insight.

On many projects, hard deliverables such as commissioning, configuration and networking will take precedence over softer deliverables such as planning and training. They are easier to quantify at the outset. This leads to two areas to avoid:

Insufficient internal resource planning.

- Not factoring in resource costs
- Assuming those resources will be available when needed

For internal resources, securing time and attention of multiple department representatives is very often underestimated. This includes the management resource needed for planning, project management, and training.

For external resources, ensure you have a detailed agreement with your ERP system integrator, implementation team, consultants, or other contractors. This should include the duration, skills, and activities needed.

Project squeeze to make milestone dates.

To keep costs down, sometimes businesses cut corners and look for shortcuts.

You must avoid a concertina of the plan. This is when the time needed for training is reduced to keep to final milestone dates. The short-term savings of rushing through testing and training are not worth the greater risk of long-term issues, after all, as one of our customer's said, "why implement a new ERP system without teaching staff how to use it properly".

What you should do:

- Gain the buy-in of steering groups and executive sponsors for professional user adoption
- If you can, get an external third party to validate your assumptions, especially on training and user adoption
- Ensure there are user adoption and user satisfaction metrics built into the project acceptance sign-offs

Getting the fundamentals right

There are some essential criteria for successful end-user adoption, which need to be in any budgeting and planning exercise.



Continuous training and support

ERP user adoption doesn't end with the formal sign-off, and support for refresher training must be planned-in to ensure ongoing ROI.

Pre-implementation planning can weigh towards more functional use of the system, rather than on how or why business processes have changed. Refresher training is a chance to reinforce and educate end-users about ERP systems, ensure consistency of approach (no work-rounds) and adherence to business processes. Whether classroom-based or online, ongoing training can cater for both new starters and employees' changing roles.

What you should do:

- Carry out a detailed analysis of the precise project training needs, including evaluating the available resources
- Survey the workforce and make sure training initiatives address any collective questions or pain points. This will allow you to refine your workflow process in a way that best suits the individual's needs – and tweak your ERP training strategy accordingly
- Partner with an ERP training consultancy. Be sure to explore third party consulting options as well as your partner and the vendor themselves

Challenging your assumptions

Projects usually start as technical implementations - with emphasis on IT. The people making the decisions are not generally the people who will be using the ERP system.

Even project professionals such as change managers may be locked into one way of doing things. They are likely to have worked on a large programme before (although not necessarily an ERP project), which often means they have set ideas on how they want user adoption to be achieved. "We want all eLearning" is a term often heard.

To challenge assumptions, it is crucial to build up expertise and experience based on previous projects. Especially if it involves similar-sized audiences, systems, workstreams and industries. This is where an experienced third-party can prove useful. They can expand current thinking. In the change management example: they would agree eLearning would be great for smaller processes but recommend classroom training for core end-users.



Legacy systems and legacy thinking

If there are legacy systems in place - this could lead to adoption issues due to potential loyalty to old systems. Education of end-users and stakeholders via a professional change programme needs to be in place to demonstrate the benefits the new system will bring.

This is especially important for international projects. You must ensure you plan for different country-specific regulations and processes. Lack of local on-the-ground knowledge can profoundly affect take-up, which will usually only come to light during training or even after go-live.



Pro Tip: Do not assume you know how employees work. Assuming you know the ins-and-outs of every employee's working day is a significant mistake.

Ensure there are actual users involved from the outset and ensure they are listened to. Some users can be intimidated by project structure and terminology and have to be nurtured to give opinions. Here is where regular communication with individual workstream leads will help.

STEP #2

Create an Adoption Plan

Don't underestimate the tasks involved in the end-user training phase. Scoping, organising, developing and delivering the training programme is a substantial amount of work and should be treated as a distinct sub-project within the overall project.

There are several approaches you can take when deciding how best to train your ERP users.

- Some organisations opt for "train the trainer and cascade" where your super users and project team train your users
- You can rely on system training provided by your system vendor
- You can hand over part or all of the project to a professional training consultancy
- Many use a combination of these approaches

Whichever route you follow, creating an adoption plan is crucial.

Planning early will enable you to understand the effort involved, and consider the required resources, minimising the risk of budget and timeline overruns.

The initial step is to carry out a training needs analysis - who, what, when and why - and then match that with your available resources.

The quantity, duration, format, content and timing of the training are all key factors: as are the audience, delivery and supporting documentation.

Overall objectives

It is always worth bearing in mind what the overall objectives are in your user adoption:

Any implementation has to provide certainty to stakeholders for what will be a significant change. By carrying out a RapidScope process, you can clearly define the end-user training phase, providing a defined path based on resources assigned for development and delivery.

In these times, we don't need reminding that "things happen". Any adoption plan has to be flexible and recognise that training is best given in a three-week window before Go-Live - which means plans have to be flexible to accommodate unforeseen events. This is also true for ensuring you have time to produce the bespoke user training materials, built using your customised ERP system.

Role-focused/appropriate delivery

Not every ERP user is going to be using the system in the same way. Role-based training ensures that users practice only the tasks related to their job. It helps them master the tasks quickly and ensures training is appropriate for their individual needs. The result is a more focused training curriculum.

Look to plan beyond standard classroom presentations and drop-in surgeries to offer a programme of flexible, collaborative learning that could include eLearning, floor-walking, one-to-one coaching and business-specific training materials.

Keeping everyone on board and up-to-date

Consider putting together a small core team from different departments to communicate on areas most affected by the new solution, often referred to as workstream leads. Make sure they are up-to-date on project progress at all times. Also, plan to include regular updates on any internal intranet or regular company newsletters or briefings.

Get invited to regular team meetings to highlight progress.



Key Adoption Plan Stages

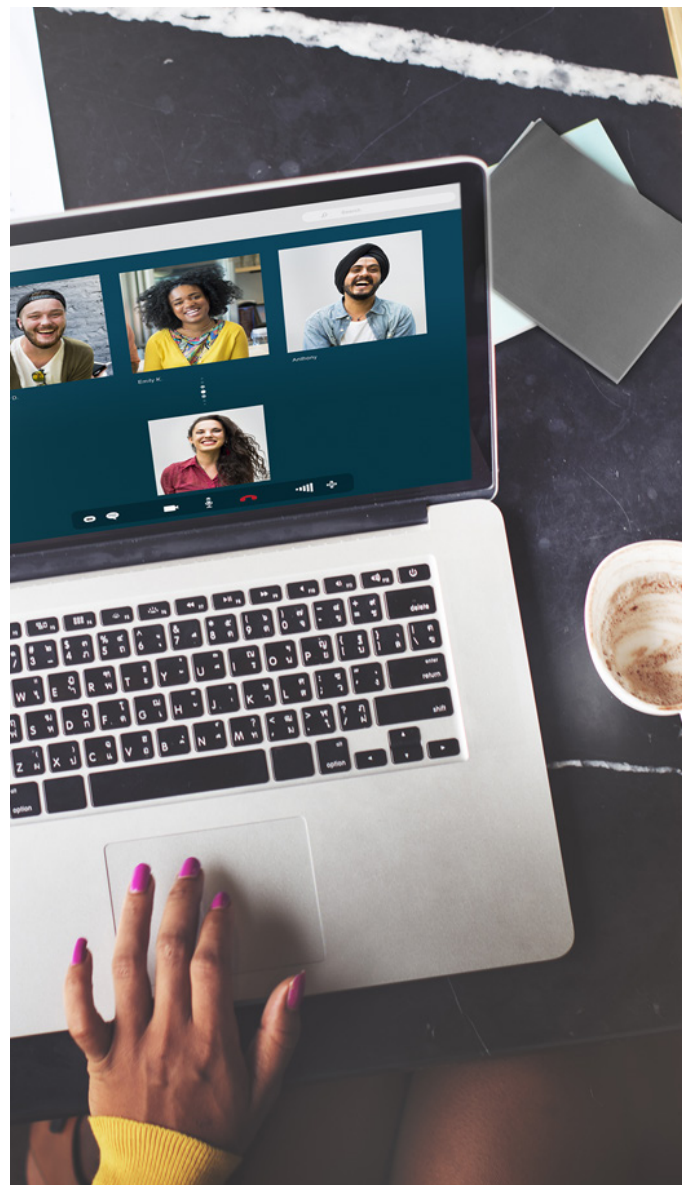
1. Bring together the project team

Creating an efficient and dedicated ERP adoption team will make your job much more comfortable. Members will depend on who the key players are - given the nature of ERP, these will vary from business to business.

Should this include an external ERP training consultant? Well, Yes.

An experienced consultant will have invaluable "been there, seen it, done it" experience, and can help avoid problems even before they arise.

Many successful ERP projects use a combination of internal resources and an external ERP training consultancy. The internal resources provide the business knowledge whilst the consultants produce high-quality role-based training materials quickly and efficiently.



2. Appoint super users

It is vital to build internal training capability and you should include internal super users who are not in the core project team.

The train-the-trainer approach, in which super users play either a lead or supporting role, is seen as an inexpensive way to train staff. Super users can successfully train other users both before and after go-live and are vital in sharing knowledge. But they can be a risky option if not handled correctly.

While super users are extremely good at understanding and using the system – they may not have the skills to train others.

The super users' involvement is usually technical and detailed. If they design and deliver training without professional input, it's likely to become system-based rather than tailored to an employee's role.

3. Plan your training programme early

Do not underestimate the tasks involved in the end-user training phase. Planning, developing and delivering the training programme is a very large piece of work. It is best to treat it as a distinct sub-project within the overall project.

Planning early will enable you to understand the effort involved, and consider the resources required, minimising the risk of budget and timeline overruns.

Create a change management plan

You will need to keep the business on-side during the project. Change such as implementing a new ERP system, brings a degree of disruption which can be minimised by a good change management plan which will provide:

- Clear communication of any anticipated disruption
- Adequate time for user training
- The means of taking essential stakeholder needs into account

Pro Tip: Don't assume that others in the business know everything that the project team knows. Particular messages may feel unnecessary to you as you are closer to the detail.

Create a communications plan

Decide who needed to be communicated with about the project, and the appropriate channels and mechanisms to be used.

Executive teams, project teams and different user groups will need different messaging, so consider breaking the plan down by target audience. Depending on what the roll-out looks like, the plan may need to follow a phased implementation, altering messaging to functional areas or geographies.

- Start communicating sooner than later
- Over- rather than under-communicate - in some cases, it can take 3 or 4 reiterations of the same message
- The medium and the message - consider other communications besides email
- Consider who should deliver the messages - project team, senior stakeholders or both



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4. Define training needs

Project team training

It is essential to understand your training options and be aware of what type of training has been included in your implementation partner contract. Typically, partners will include a few days of system training, usually an overview of the ERP system. This is aimed at your project team to understand the system's capabilities and how it can be customised for your business.

The expectation is that the project team will cascade knowledge down to the users. This hardly ever produces a successful outcome.

End-user training

Your entire workforce will require bespoke, role-based training using your customised system build, business processes, and any positive change messages.

A generic overview of the ERP system will leave them confused and likely resistant to the new business system.



5. Plan for documentation and material creation

Reference guides, lesson plans, exercises and eLearning will all need writing. UAT (User Acceptance Testing) scripts will also need to be created and relevant data set up. Classroom training sessions need piloting, and the project team should review all documentation. eLearning will need to be scripted, built, tested and hosted.

6. Time the training carefully

A training plan has to be developed along with the content of all the courses. Training delivery should take place no more than three weeks before go-live or staff will forget what they have learned.

STEP #3

Schedule material and locations

Handling the complex logistics behind training course bookings, locations, communication, feedback, and analysis is time-consuming. You must ensure there is enough administrative support available.

A sub-plan also has to be developed to generate course content. End-user training will need to be developed alongside UAT to minimise the risk of needing to rework training materials. eLearning modules, in particular, should be developed as close to go-live as possible.

UAT will be a critical time for your core project team with resources likely to be stretched by testing and final go-live preparation.

Training materials

The best ERP training uses a range of material targeted at the appropriate audience. Such material can make a fundamental difference to an ERP project's success and is worth looking at in some detail.



Reference guides

Reference guides are comprehensive user guides/manuals, incorporating step-by-step business processes to ensure best practices are known and followed.

Bespoke reference guides allow for a detailed explanation of both function and process, with graphical illustrations relating to the system build.

- They should be hosted online and provided in hard copy
- Process flow diagrams can demonstrate a start-to-finish process indicating to the user their role within the process
- Reference guides should also be designed based on your brand guidelines

Lesson Plan: MASTER02 PRODUCT MASTER DATA	
<p>©Optimum Technology Transfer Ltd 2019</p> <p>All rights reserved. We take the theft of our original work very seriously and draw to your attention that this work is protected under UK copyright law. Please note we always pursue compensation if any parts of our documentation are found being used without prior authorisation in writing. This work can only be copied, duplicated or reproduced by Juice Drinks or Optimum Technology Transfer for internal use within the organisation. Distribution or selling of this document is expressly forbidden without the copyright holders' consent. Optimum Technology Transfer reserves the right to be identified as the original author of this work.</p>	
Activity	Instruction: Narrative, demonstration, reinforcement
Set-up / preparation	<ol style="list-style-type: none"> 1. Training location: WebEx 2. Launch your browser and enter the following URL: www.juicedrinks.co.uk 3. Login in using UN:SMITHC PW Optimum123 Client: 300 <p>The Fiori home page displays</p> <p>TRAINER NOTE: ask delegates if they have system access and have their login details before the session starts.</p> <ol style="list-style-type: none"> 4. On the trainer's PC, open MASTER02 Product Master Data PT.pptx and enter your name and the date on the title slide. 5. Delegate need access to F 740 environment.
Introduction	This document is not a user guide. It has been designed to assist the trainer when delivering the Product Mater Data course to the Data Information Team and the International Commercial team.
S:1: Course Title	
Training format	Hi, my name is [Name] and I have been working with a number of your colleagues to help put together a suite of training materials for the new SAP MPL, PMR tools and the S/4HANA Product Master data system.
Housekeeping	<ul style="list-style-type: none"> • Introductions: ask delegates for their name and job role. • About your course: this is a four-hour Product Master Data course. • Timings: there is a three-hour WebEx course with a 20-minute break in the middle. • Reference material: there is a user guide for this course which will be made available to you at the end of the course. • Questions: explain to the delegates they can ask questions at any time. • Evaluations: ask the delegates to complete the evaluation at the end.
S:2: Housekeeping	
Objectives	The objectives of this course are to:
Explanation	<ul style="list-style-type: none"> • Discuss the process change to product data management • Examine how to create new generic and variant articles in S4 • Examine how to update existing variant articles
S:3: Objectives	
Agenda	This course introduces you to:

Lesson plans / Trainer packs

A trainer pack helps ensure consistent delivery, especially when there are multiple trainers assigned to a project. Trainer packs should also include a lesson plan.

Lesson plans are developed for the course and used by the trainer, ensuring consistency in the delivery. It will typically contain timings, tips/tricks on flow and how to introduce topics.

eLearning

Interactive modules

Interactive eLearning modules require the learner to input and interact with the learning. This enables system simulation, exercises and quizzes. The eLearning modules should be SCORM-compliant and created to deploy via your internal intranet or LMS.

Passive videos

Tutorial videos require no user interaction. They allow the demonstration of a process on-screen, often combined with an audio commentary.

Quick videos are similar to tutorials but with less detail and instruction. They also provide a passive demonstration of a process, accompanied by audio commentary and background music.

Concept videos are light-hearted videos used to give a general understanding of a topic, module or workstream. These are informal animations, ideal for businesses with many new users or processes.



Quick Cards

These are useful for frequently used and simple processes and are usually created as double-sided A4 cards, covering the essential elements of a process and are readily available to users.

If the amount of information required is too large for a single quick card, consider multiple quick cards, so information is not lost.

These are also useful in manufacturing and warehousing situations, produced in smaller lanyard-based formats for users utilising handheld devices.

Vendor webinars and training material

Even though webinars have been around for some time now, many users can still find them intimidating. Webinars can be used for a range of training needs, from teaching people how to use a particular aspect of the ERP to providing information on the project as a whole.

Just like eLearning, webinars rely heavily on audio-visual presentation of the material. Therefore, it is essential to have attractive slides and clear audio.

High quality, well-targeted supporting documentation

Effective documentation is needed to support training and the use of the new system. According to Aberdeen Group, 66% of the Best-in-Class ERP implementations document and share ERP training materials.

Booking annual leave

Annual leave
Your annual leave scheme is linked to your working pattern. The allowance of leave is calculated by hours. Annual leave can consist of a full day(s), half day(s) and segments of a day. A segment is an amount of time that does not equal a half day. Before booking your annual leave you should check your team's working week to ensure no one else has booked annual leave. You are expected to request annual leave two weeks prior to its start date. Each facility has local rules regarding annual leave, if you have any questions contact your workgroup manager.

All annual leave functionality is carried out using your **Employee Dashboard** and **Time tab**.

Viewing your annual leave balance
Before you book annual leave, you must ensure you have enough hours remaining to do so. Your remaining hours can be viewed by clicking the **My Balances** Search icon.

Employee	Balance	Carried Over	Total	Balance	Balance
16114001 Jan 2011	16.00	0.00	16.00	0.00	16.00
17160115	16.00	0.00	16.00	0.00	16.00

Booking your annual leave: full day(s)
To request annual leave, you need to complete a leave request form found in **My Requests (Permanent Staff only)**.

Click Book Time Off.

My Requests (Permanent Staff only) **Book Time Off**

Enter the following details:

- Leave Type:** select Annual Leave using the drop-down list.
- Start Date:** enter the date your leave starts.
- Appointment:** this defaults with your job position.
- Is this part day leave:** select No.
- End Date:** enter the date your leave finishes.
- Comments:** enter any comments for the approver.

Tip: Book Time Off can be found in Work Week's Settings.

Tip: if you want to change your Appointment select the calendar.

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Creating indirect requisitions in D365

Line details/item
Click **Item** on the Tool bar. This tab is only used if you know the full details of the item you are requesting, otherwise it is completed by Purchasing.

Line details	Item	Description	Warehouse	Quantity	Unit of Measure	Financial dimensions	Inventory dimensions
0100010	0100010	Replacement projector for the Finance...	0100010	1	EA		

The vendor's catalogue number is entered in the **External item number** field, if known.

Line details/Inventory dimensions
Click **Inventory dimensions** on the Tool bar. If the **Warehouse** and **Site** details were populated on the requisition line they will auto-populate here. If they were not entered, or need to be changed from a default entry, this is where they are entered. Both fields are changed using the drop-downs.

Line details	Warehouse	Site	Quantity	Unit of Measure	Financial dimensions	Inventory dimensions
0100010	0100010	0100010	1	EA		

Save the requisition
Click **Save** on the Navigation bar to allow the requisition to be sent to workflow.

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Introduction to SAP S/4HANA Fiori

Overview
SAP S/4HANA is an enterprise resource planning (ERP) software package designed to cover day-to-day business processes, such as order-to-cash, procure-to-pay, plan-to-produce, and request-to-service. It can be accessed either on-premise or remotely via the cloud. This is dependent on the edition of SAP S/4HANA purchased.

Accessing SAP S/4HANA
To access SAP S/4HANA, from your web browser, search:
https://unionbank.sapbc/uf5_uf5/w2/ushell/shell/a/sap/fiori/launchpad.html#Shell:home

The login page displays. Enter the following details:

- User:** enter the user provided to you by the IT department.
- Password:** enter your password.
- Language:** from the drop down list select the language you want the system to be displayed in. For example, EN - English.
- Client:** enter the Client code for the company you want to access.

Click **Log On**. The Fiori launchpad is displayed.

Important: the organisation has companies, for example, UnionBank Switzerland and so on. Each company has a unique code that must be entered into the Client field on the login page. For more information about Client codes contact the IT department.

The Fiori launchpad
SAP Fiori launchpad is a shell that hosts SAP Fiori apps, and provides the apps with services such as navigation and personalisation. When you log in to SAP S/4HANA, your initial Fiori launchpad is role-based. Tiles containing various apps are displayed depending on your role.

Shell bar: gives access to various launchpad functions. For example, the shell bar contains search and notifications.

Anchor bar: displays groups. To view different groups, scroll down the Fiori launchpad. The corresponding groups are displayed in the anchor bar. Alternatively, click a group in the anchor bar to display the contents in the Fiori launchpad.

Groups: bundle together different tiles and display them on the Fiori launchpad.

Tile: is a container that displays an app on the Fiori launchpad. They are used for launching and presenting data.

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Delivery Styles and Locations

The choice of how you deliver training will govern location and logistics. There is a trade-off between the range of options offered to users and the cost and logistical complexity of delivery.

The more training options you have - the more complicated the logistics. Getting third-party advice on the best method to choose for your particular user groups can save money and improve effectiveness. Let's look at a few of the typical approaches.

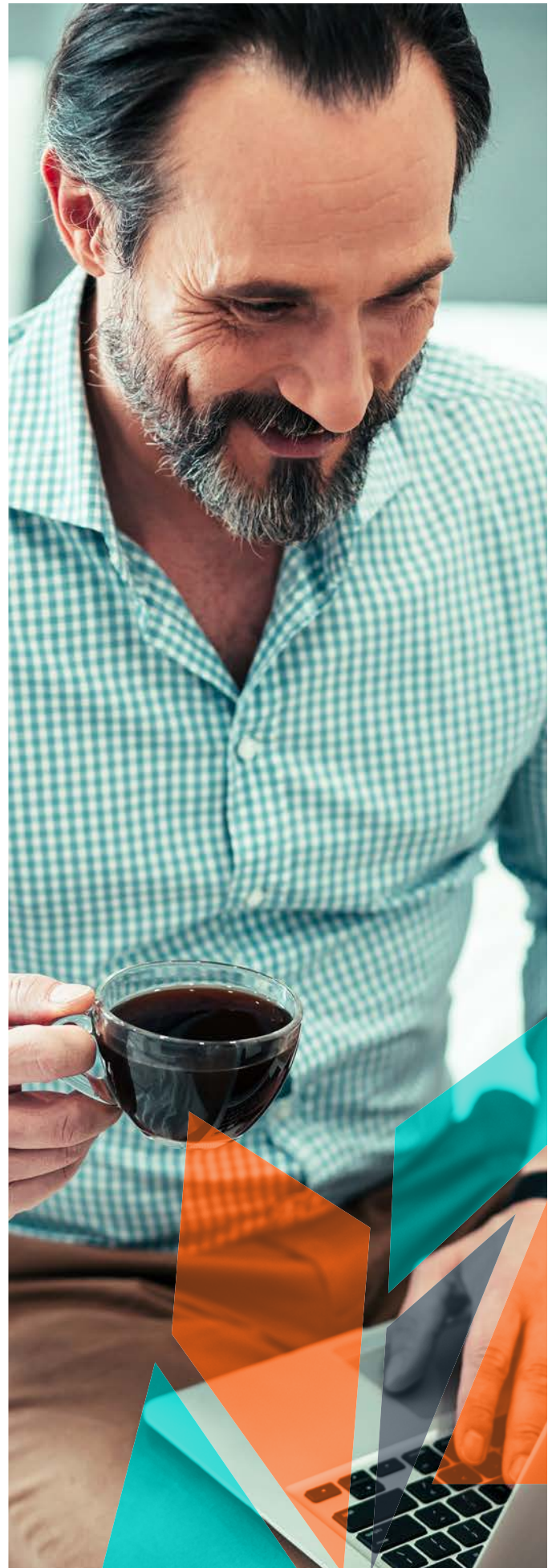
Online sessions

Online delivery simplifies the issue of end-users being geographically distributed. It should be supplied via Zoom, Microsoft Teams, Cisco WebEx or any client-preferred tool. This means you can offer a cost-effective, highly efficient training course to anyone, anywhere.

Classroom sessions

Classroom training is a 'hands-on' training session led by an experienced training consultant. It allows learning and practising in a controlled environment. Interactive classroom sessions will have real-life exercises to engage users and inspire them to apply what they've learned.

This form of training suits new users, especially those experiencing high levels of change at work. Classroom training should also be considered for workers who may not have support when back at their desks.



Presentations

Professional and engaging presentations, with a demonstration of the system, are cost-effective in training large groups of people. These are most successful when there is a limited amount of information to absorb, and "hands-on" practice is not essential.

Examples include training on short, self-service processes such as timesheet entry, expense submission and updating personal details.

STEP #4

Deliver training

So you've challenged your assumptions, produced a plan, generated the material and sorted the logistics – now you have to deliver the training. Here are a few elements that will be crucial in providing the best training.

Turning a super user into a trainer

The concept of super users as a means of enabling ERP projects has recently taken a foothold. The go-live stage of ERP implementation is one of the most crucial points in determining a successful ERP system. This is where your employee's use of the system can either make or break your investment. To ensure that your go-live portion of the project is successful, you need to identify a "super user".

Your super user is the person that employees can go to when issues arise. There are seven criteria that a potential super-user should have to be successful. These are:

- A trusted and respected colleague
- Business and operational knowledge
- Knowledgeable on processes and IT systems

- Quick learner
- Good communicator
- Proactive and keen to stay updated
- A problem-solver

Ensure you build out your internal training capability by equipping your identified super users with the right delivery skills, tools and role-based process knowledge to ensure the best results.

Various approaches can be considered, such as a 'Skill the Trainer' classroom session. This can cover core training skills, using training aids, questioning techniques, learning styles, course structure and coaching skills.

Handling complex logistics and administration

Already, your adoption plan will have identified the need for:

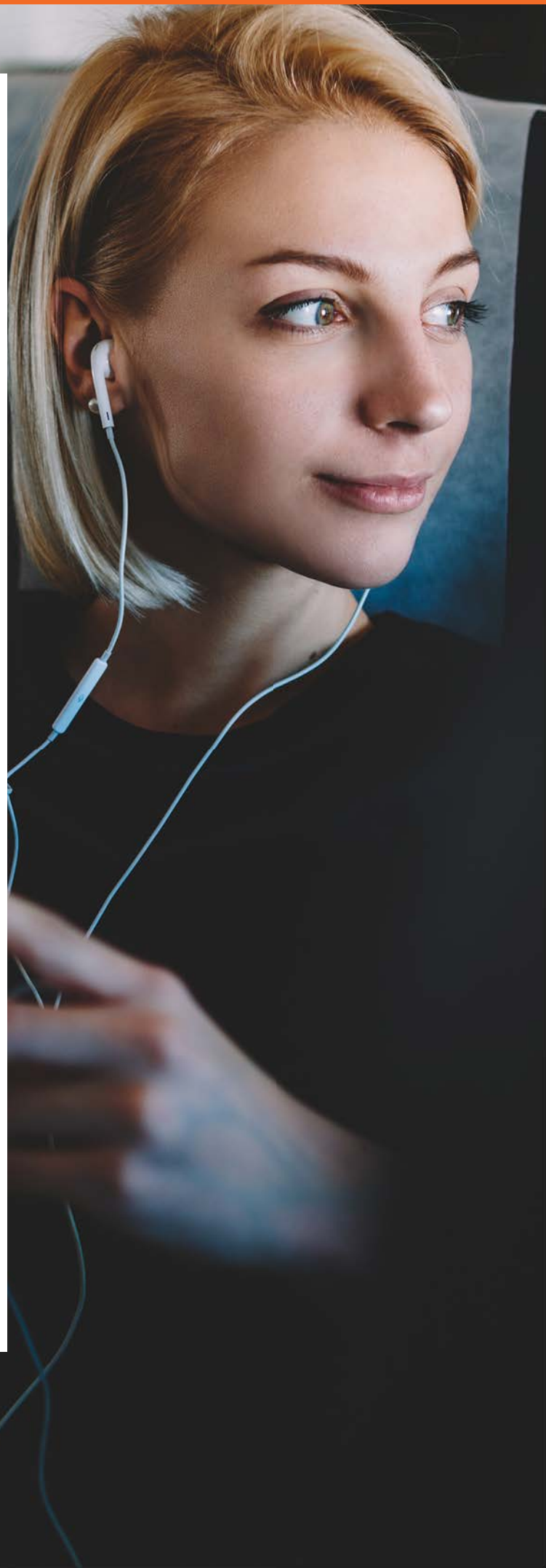
- Training delivery timeline/schedule
- Suitable locations for delivery
- Travel and hotels for training if required

Now it is time to put the plan into practice.

If possible, ensure that there are people on the ground to facilitate training sessions - even if it is only to verify attendance and confirm rooms that have been booked are still available. Production and distribution of training material is also needed for these training sessions.

Besides facilitation, local administrators can also register users who attend, if not already in the LMS, and give out freebies or gifts to those attending.

Even if users have attended online, some sort of recognition - training pack or gift should be provided.



On the day support

When the Go-Live date finally arrives, it is good to have training consultants used as 'floor walkers'. During this period, they can be on hand to answer queries, refresh learning on processes and provide a 'triage' service to limit the numbers of user-triggered issues being dealt with by the internal support desk.

Pre-booked sessions can be arranged, or this can be an 'on-demand' service to hand-hold users as they start to use the new system for the first time. This method can be most beneficial for less confident users of technology.

Immediately after the system has gone live, you will need to put in place an elevated level of hypercare telephone support to facilitate the new system's adoption.

There can often be a 3-4 week period between training delivery and system go-live, during which users may not retain some aspects of the training very well. Floor walking and hypercare can provide them with confidence and additional support.

STEP #5

Review and revisit

"ERP is 90% people, process, culture and politics and 10% IT. Misunderstand that, and you are heading for failure."

ERP Experts Online Forum in 2012

At the end of the user adoption phase, there will be an end of project review and sign off procedure. In the case of ERP user adoption, the project's end is never the end of the story. There will be lessons to be learned and updates to be made. There will be tidying up exercises: booking in people who, for whatever reason, did not make the training dates allocated; and there is planning to be carried out for the next updates, which regularly scheduled by system vendors, especially those offering cloud-based solutions.

Training is never a one-off. You will have committed to:

- Updating documentation
- Training new joiners
- Explaining system upgrade and integrations
- Supporting new versions

There will also be a greater need for training to evolve as the business grows and changes. You will probably be asked to provide:

- Additional support in projects rolling out in other regions or globally
- Implementation of new systems to complement the ERP roll-out
- Support of new users from new business acquisitions
- Input to a broader digital transformation programme within the business

Maintaining the team and the methodology employed, especially as it is now based on experience, will be especially valuable as the business grows and changes.



User adoption: the last mile to success

User training is critical to successful implementation. Getting your end-user training wrong and you can pay a high price.

The most effective user training is job-specific, bespoke, and hands-on, supported by fast access to visually appealing, easy-to-use, relevant reference materials. Use it strategically, and it will add value; if it is planned too late or under-resourced, you will likely pay the price.

Investing for success

For this reason, more businesses are using training consultancies. Such services range from managing the entire end-user training

programme to providing supplementary elements where companies lack expertise, resource or time.

Training consultants can provide support from the start, with vital planning guidance to avoid known pitfalls. Or they can come in as rescuers, where their detailed knowledge of business systems allows them to design and develop training programmes exceptionally quickly.

By partnering with experienced external trainers for ERP User Adoption, businesses have the best chance of gaining real value, creating a path to better productivity and better business outcomes.

About Optimum

Optimum is a specialist IT training consultancy that delivers highly effective user focused training in support of business transformation. We have over 20 years of experience in providing bespoke end user training programmes for ERP, finance, CRM, HR and bespoke system implementations, supporting over 650 projects across the globe.

Taking advantage of Optimum's specialist skills and experience in delivering user focused training will ensure that your organisation achieves full value across the lifetime of the system, as users will engage with the system and adopt the new processes.

Bespoke end-user training solutions for any system, in any location. Get in touch with our team of experts today.

[Get in touch](#)

