

APTARA

CHANGE AHEAD

AN APTARA PERSPECTIVE ON
**SYSTEM IMPLEMENTATION
TRAINING**

Introduction

As businesses grow and evolve, they implement increasingly sophisticated enterprise software and systems. The associated need for training grows beyond the traditional. With the implementation of the new systems, there is a need for **training about the change, about the systems, and on the ways to use these systems effectively and for the benefit of the organization.**

On one hand, implementing a new system can positively impact a business, providing a foundation for **development and improvement.** On the other hand, failed implementations can result in more than lost resources. It could lead to a slowdown of business procedures, preventing the achievement of business goals.

A change from manual or semi-automated process to complex software driven processes should be **seamless** and the impact of such change should be **minimal.** Failure do so can make the migration painful and disruptive.

How do we **effectively implement** a new system into our organization’s processes and workflows and use it for increased efficiency and productivity of our employees and business?

The **right training plays a vital role** in delivering successful implementations, as it drives the way people are introduced to any new system and how they learn to use it. Delivering training that engages people, motivates them to accept change, and improves performance is the key to success.

This document discusses the typical challenges and instructional requirements to train employees about the new system and reduce productivity losses. We also outline **Aptara’s philosophy for training development** and delivery for large system implementation training programs.

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The Challenges

The challenges arising from the implementation of new systems exist from both employee and organizational perspectives:

Employees feel that with new systems in place they will have to deal with a major change that would force them to acquire a new set of skills, and new ways of doing their job.



For organizations, implementation requires interfacing between different business units. All business units must work together to define and execute the systems implementation project. However, these units often differ in their team profiles, processes, terminology, goals, and methods.



Effects of Change

Change:

- Causes people to think about increased workload
- Creates confusion and unpredictability regarding SOPs and even roles
- Creates losses in terms of productivity and even human capital
- Leads to interpersonal and role conflicts

Resistance to Change:

- Is a normal human tendency
- Is a function of personality
- Depends on perceived effects
- Depends on if the change is imposed from the outside or not

Instructional Requirements

As training specialists we recommend considering a number of factors that affect the successful delivery of a systems change program and a broader achievement of business goals:

Understand The Business Culture

Training solutions must reflect the culture of the business. Ask:

- Are classroom training courses the only acceptable solution?
- Is eLearning an option?
- Will assessments or self-assessments be part of the training program?
- Should the training be cascaded through the management hierarchy?



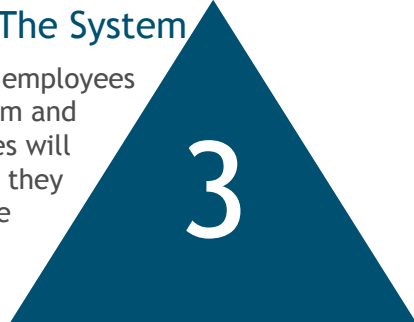
Communication

Communicate both positive and negative messages about the program and inform your employees clearly and regularly. Be consistent, be honest, be timely, and make sure you think about the change and communication from the perspective of the recipients.



Train The Job, Not The System

Program should focus on training employees in the new way of using the system and not on the new system. Employees will try to fit the system into the way they used to do their jobs, ignoring the purpose for which the system is designed.



Practice

Employees need time to practice their new way of working to understand what the system looks like and how they will perform new tasks each day, week, month, quarter, and year. Using a scenario-based approach to this practice time will ensure people feel that day one of go-live is not the first time they have done each task.

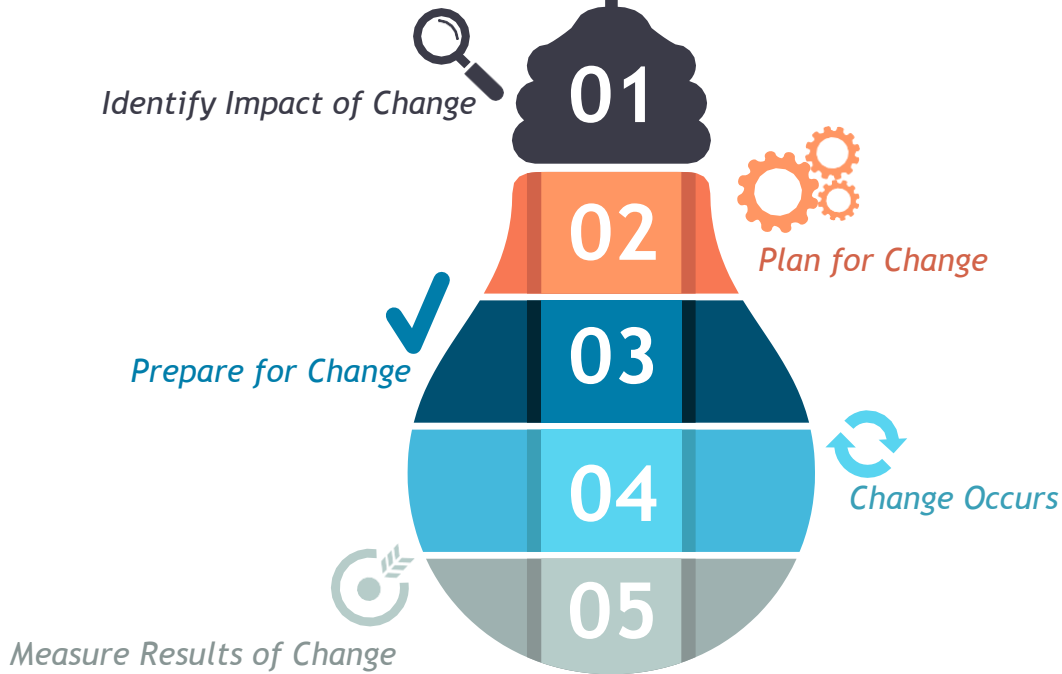


Post Training Support

The training program should provide guidance and help as and when required, but most importantly provide reassurance that what each employee is doing is right.



Strategic Planning *for Change*



Training Specialist

Training plays a key role in a world where enterprises are increasingly adopting IT systems to step up operations, optimize costs, increase efficiencies, and better utilize resources.

Aptara’s training specialists use [proven Instructional Design methodologies](#) and technology as an enabler to connect the organization’s business objectives with the overall skills and knowledge available within its pool of resources—through training, certification, and increased access to information.

As an experienced player in the training industry, Aptara understands the importance of delivering [cost effective](#) and [performance-driven training solutions](#).

Aptara’s Training Solutions Offerings

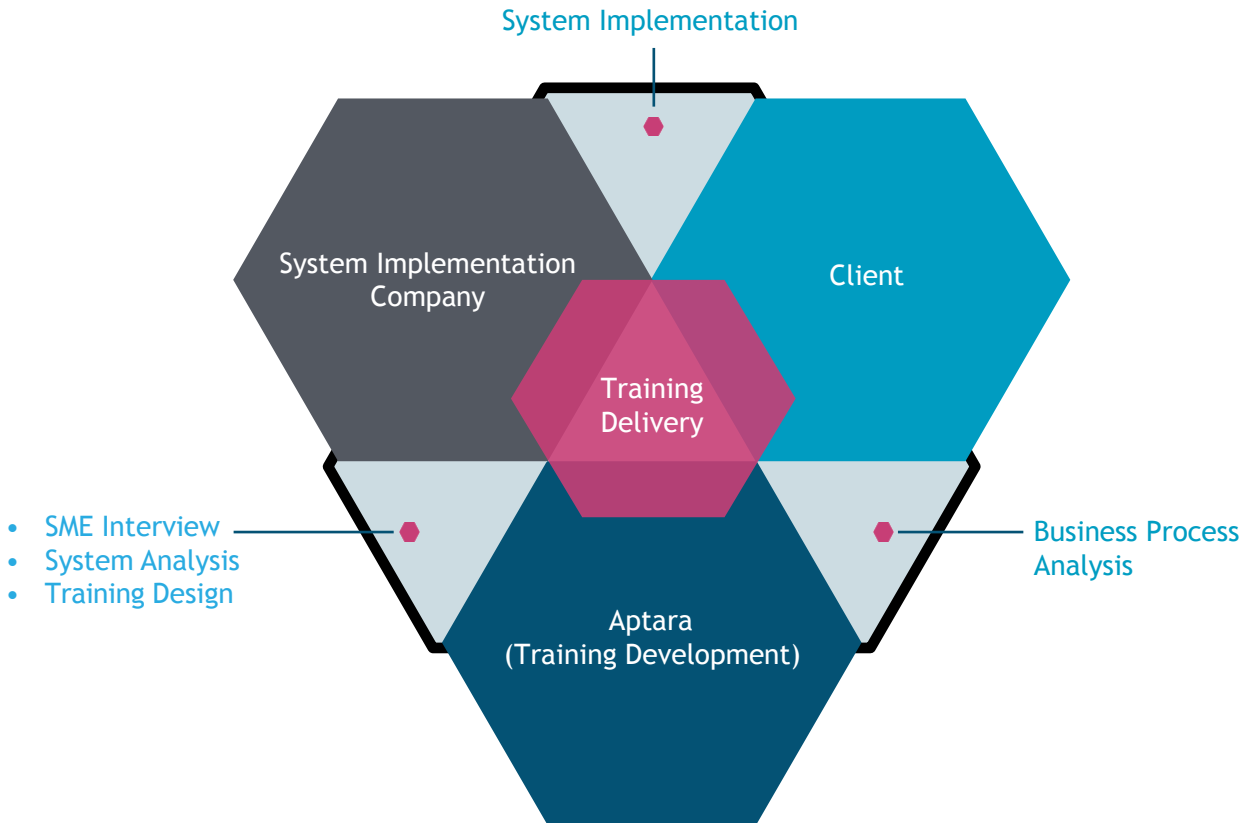
- Access to best of training specialists at a reduced cost
- Increased performance of employees
- Increased management bandwidth to focus on core business
- Single point of contact for development, implementation, and maintenance
- Greater consistency and efficiency
- Improved return on investment (ROI)

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System Integration Training Case Study

Aptara has successfully partnered with a major US Energy company to provide **strategy, services, and solutions** to enhance their Customer Experience Program.

A large system development and integration company was implementing the new system for the program. Aptara **seamlessly partnered** with both the stakeholders to design and deliver a training solution aligned to the operational strategy.



The relationship began with a **strategic analysis** of the existing infrastructure and the planned **performance objectives** for the year. The training path identified as a result of the analysis included the design and development of **multi-channel training** through various media and a SharePoint-based Encyclopedia and Knowledge Management Portal.

Content Development	Online Encyclopedia Application (SharePoint Development)	Knowledge Management Portal (SharePoint Development)
WBTs	Development enhancements to promote performance improvement	Design Knowledge Management System
ILT Design	Collaborate with client to identify business rules	Provide company wide strategy for performance improvement
Vendor collaboration	Best practices for LMS learning paths	Content Management Process
Strategic One Team Model for design/development	Strategy for learning architecture	Integration of applications
Deployment approach strategy		

Conclusion

The links between poor training and the performance issues that affect utilization of enterprise software are clearly known. Significant improvements in training results in improved performance across the enterprise. Proactively managing systems training as a strategic resource is one of the proven ways to improve the quality of service that IT delivers.

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Aptara's digital content, learning and performance, and business support services are in place at market-leading companies worldwide. Our industry specialists design and implement strategies that capitalize on new digital and mobile technologies for information providers in IT, law, healthcare, pharmaceuticals, insurance, financial services, and publishing. Aptara's solutions uncover new revenue streams, improve operations, and realize cost savings enterprise-wide.

Founded in 1988, Aptara is headquartered in the United States and has offices on four continents. Our parent company, iEnergizer, is publicly traded in the UK.