



Escape the ERP Implementation Trap

Methodologies for Seamless
Adoption

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July 11, 2024



Introductions



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Agenda

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- 01** Common Approach
- 02** Push vs. Pull
- 03** LLX Analysis
- 04** LLX Curriculum
- 05** Q&A



Standard / “Comprehensive Approach”

Focused on System Functionality

Analysis via Job-Task Analysis

Business Scenario	Business Process	Task	T-Code	Frequency	Consequence of Error	Complexity	Change	Priority2
Finance and Controlling	Accounts Payable	Create a vendor master record	XK01	Monthly	High	Medium	Medium	8
Finance and Controlling	Accounts Payable	Submit a down payment request	F-47	Weekly	Medium	Medium	High	9
Finance and Controlling	Accounts Payable	Post a down payment using the payment program	F110	Weekly	Low	High	High	9
Finance and Controlling	Accounts Payable	Post a vendor invoice	FB60	Daily	Medium	Low	High	9
Finance and Controlling	Accounts Payable	Clear a down payment with an invoice	F-54	Daily	Medium	Medium	Medium	9

Curriculum based on **system** functions and roles

Standard Analysis

Comprehensive, role-based curriculum
New **system** is the focus of training

Challenges:

Difficult to build

Delivered in
short period

Reflects
“More is better”
philosophy

Many users
overwhelmed
with “training”

Often becomes
obsolete quickly





“Push”

Supply usually exceeds demand

Information flows from top-down

Can lead to overproduction / overengineering

Less responsive to changes in demand

Longer lead times

LLX Analysis Approach

- Business capability valued over “training”
- Capabilities requirements:

Value stream
mapping

Leaner personas

- Curriculum based on new or modified capabilities

Running a better
business is
the focus





“Pull”

Based on needs of the learner

Information flows from the bottom-up

Reflects Minimal Viable Product

Responsive to changes in demand

Shorter lead times

Building a Lean Curriculum

Epic
(Value Stream)

Example:
Warehouse Outbound

Capability

Capability

Capability

KPI	Goal
On-Time Delivery	95%
Resource Utilization	82%
Safety Incidents	0%

As a fulfillment center, we need to pick, pack, and ship our products, so our customers can receive their orders on-time, as promised.

Building a Lean Curriculum

Epic
(Value Stream)

Example:
Warehouse Outbound

Capability Capability

Capability

Capability

Warehouse Assignment Picking

KPI	Goal
Order Picking Accuracy	100%
Order Fulfillment Cycle Time	20 minutes

As a warehouse outbound worker, I need to demonstrate how to perform warehouse assignment picking, so I can have the products required for a customer order ready to ship quickly.

User Stories for Lean Learning

Capability

Warehouse Assignment Picking

As a *Persona/Role*,
I need to *perform an action*,
that results in this *Benefit*.

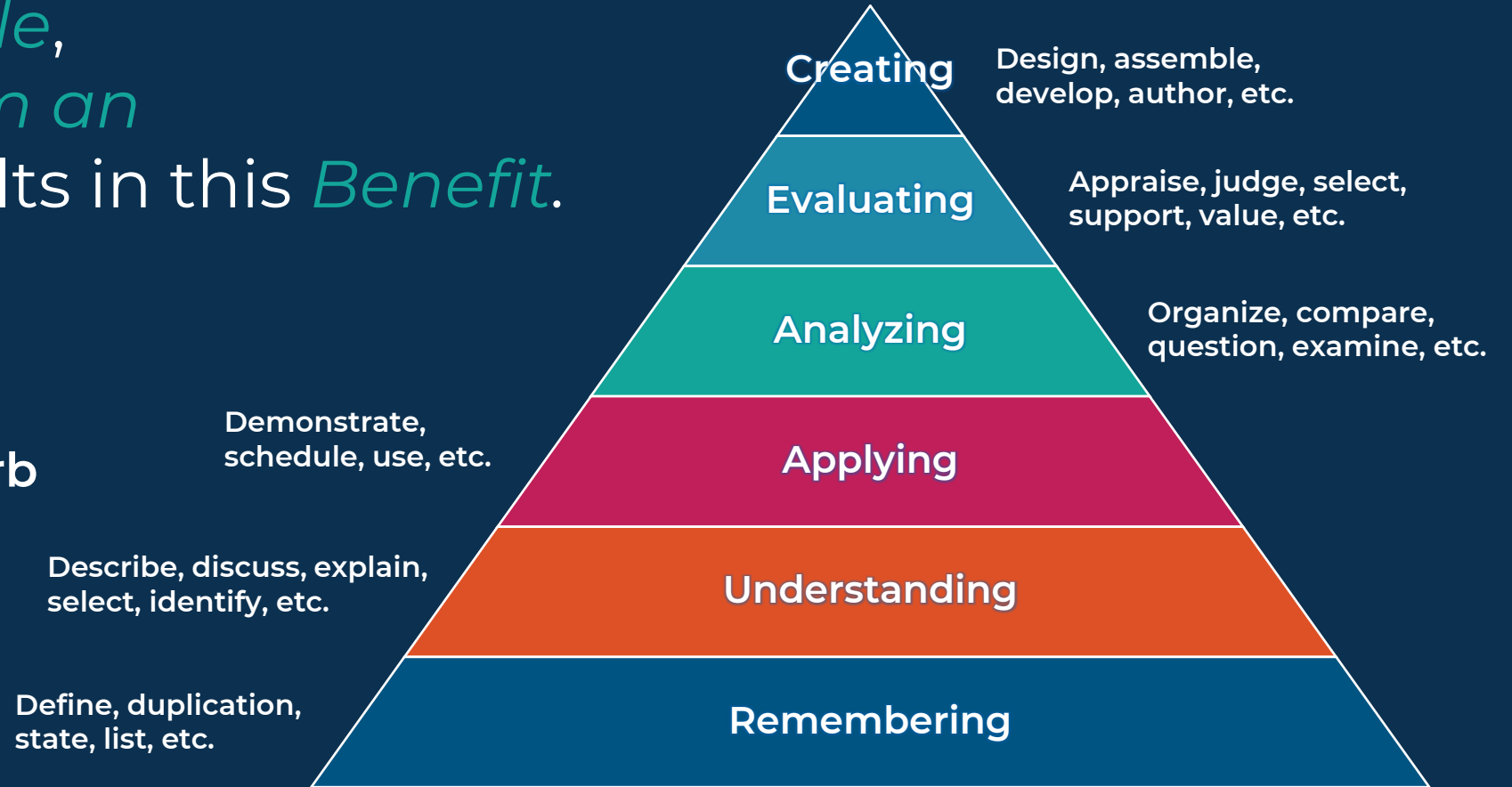
As a warehouse
outbound worker,
I need to demonstrate
how to perform
warehouse assignment
picking, so I can have the
products required for a
customer order ready
to ship quickly.

User Stories for Lean Learning

As a *Persona/Role*,
I need to *perform an action*, that results in this *Benefit*.



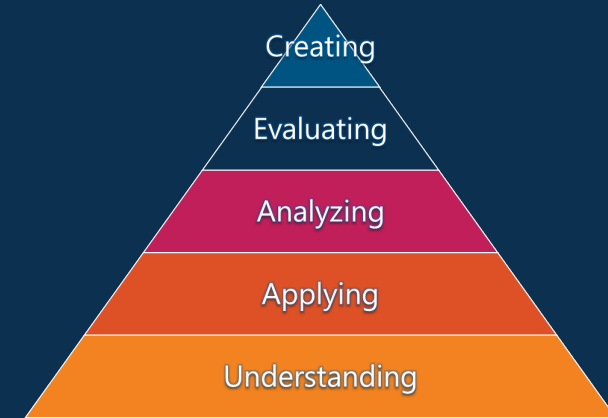
Bloom's Taxonomy Verb



Learning Objects for Lean Learning

As a warehouse outbound worker, I need to **demonstrate** how to perform warehouse assignment picking, so I can have the products required for a customer order ready to ship quickly.

Capability
Warehouse Assignment Picking



Learning Objects

Task Overview
Perform a Warehouse
Assignment Pick

Task Demonstration
Perform a Warehouse
Assignment Pick

Task Simulation
Perform a Warehouse
Assignment Pick

Task Evaluation
Perform a Warehouse
Assignment Pick

User Stories Acceptance Criteria

Capability

Warehouse Assignment Picking

KPI	Goal
Order Picking Accuracy	100%
Order Fulfillment Cycle Time	20 minutes

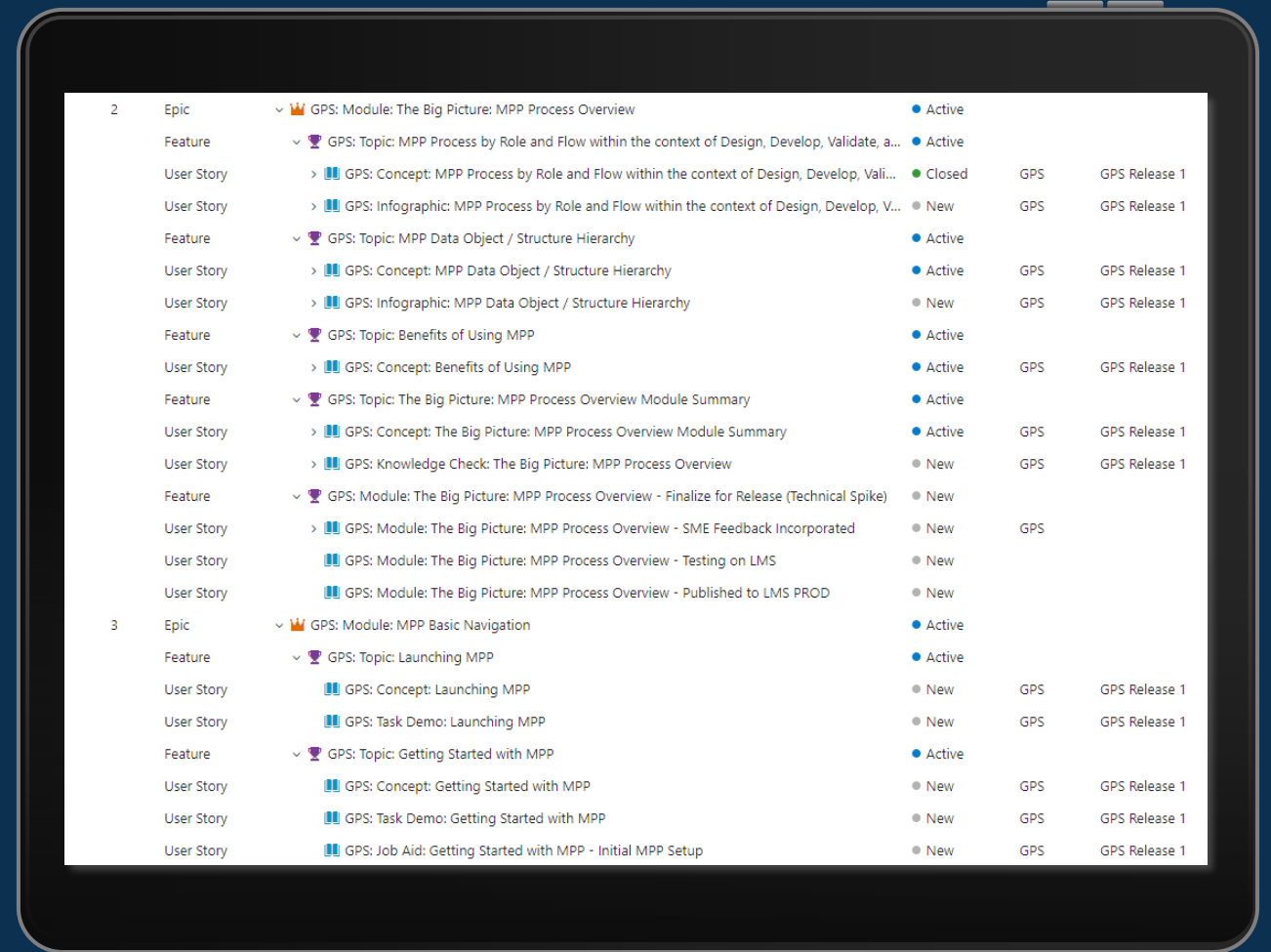
Acceptance Criteria

- Order picked at 100% accuracy
- Order picked in 20 minutes or less

- Define real-world quality/efficiency outcomes
- Drive business results
- Testable
- Critical to determine MVP (minimal viable product)

Lean Curriculum

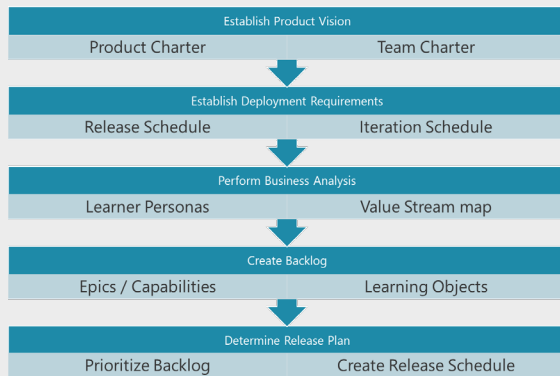
- Agile PM Tool is useful
 - Examples: Jira, Azure Dev Ops (ADO)
- Provides real-time status and reporting
- Uses standard agile objects
 - Epic/Feature/User Story



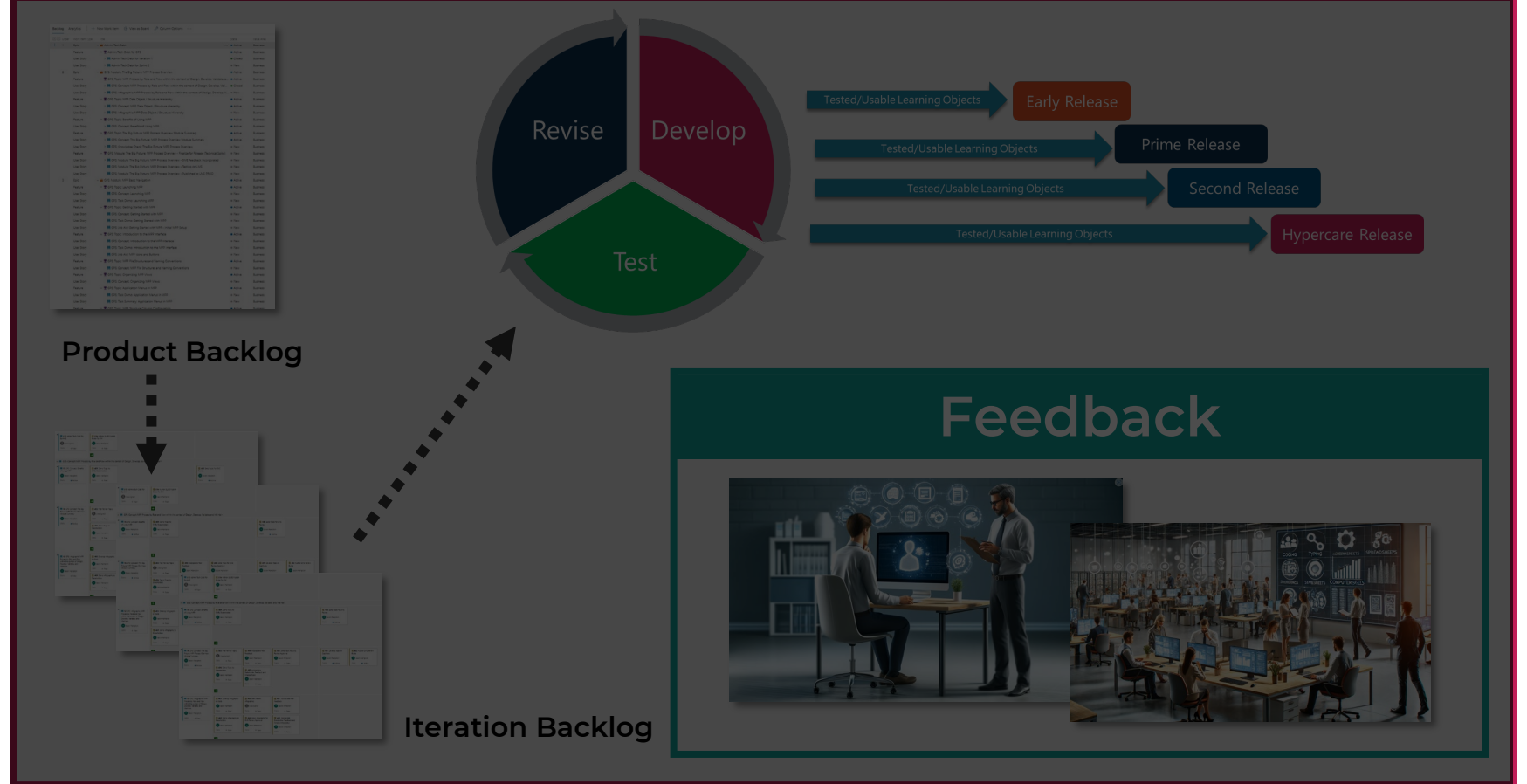
2	Epic	GPS: Module: The Big Picture: MPP Process Overview	Active		
	Feature	GPS: Topic: MPP Process by Role and Flow within the context of Design, Develop, Validate, a...	Active		
	User Story	GPS: Concept: MPP Process by Role and Flow within the context of Design, Develop, Vali...	Closed	GPS	GPS Release 1
	User Story	GPS: Infographic: MPP Process by Role and Flow within the context of Design, Develop, V...	New	GPS	GPS Release 1
	Feature	GPS: Topic: MPP Data Object / Structure Hierarchy	Active		
	User Story	GPS: Concept: MPP Data Object / Structure Hierarchy	Active	GPS	GPS Release 1
	User Story	GPS: Infographic: MPP Data Object / Structure Hierarchy	New	GPS	GPS Release 1
	Feature	GPS: Topic: Benefits of Using MPP	Active		
	User Story	GPS: Concept: Benefits of Using MPP	Active	GPS	GPS Release 1
	Feature	GPS: Topic: The Big Picture: MPP Process Overview Module Summary	Active		
	User Story	GPS: Concept: The Big Picture: MPP Process Overview Module Summary	Active	GPS	GPS Release 1
	User Story	GPS: Knowledge Check: The Big Picture: MPP Process Overview	New	GPS	GPS Release 1
	Feature	GPS: Module: The Big Picture: MPP Process Overview - Finalize for Release (Technical Spike)	New		
	User Story	GPS: Module: The Big Picture: MPP Process Overview - SME Feedback Incorporated	New	GPS	
	User Story	GPS: Module: The Big Picture: MPP Process Overview - Testing on LMS	New		
	User Story	GPS: Module: The Big Picture: MPP Process Overview - Published to LMS PROD	New		
3	Epic	GPS: Module: MPP Basic Navigation	Active		
	Feature	GPS: Topic: Launching MPP	Active		
	User Story	GPS: Concept: Launching MPP	New	GPS	GPS Release 1
	User Story	GPS: Task Demo: Launching MPP	New	GPS	GPS Release 1
	Feature	GPS: Topic: Getting Started with MPP	Active		
	User Story	GPS: Concept: Getting Started with MPP	New	GPS	GPS Release 1
	User Story	GPS: Task Demo: Getting Started with MPP	New	GPS	GPS Release 1
	User Story	GPS: Job Aid: Getting Started with MPP - Initial MPP Setup	New	GPS	GPS Release 1

LLX Solution

Initiate



Execute



LLX: Your Next steps



Examine your assumptions!



Develop an Agile Mindset!



Learn by Doing!



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Thank you

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