

Emerson Supports Multiple Business Units with Flexible Documentation and Training Tool



Emerson
St. Louis, MO
www.emerson.com

Industry:
Industrial Manufacturing

Annual Revenue:
US\$20.9 billion

Employees:
129,000

Oracle Products & Services:
Oracle User Productivity Kit
Oracle Tutor

Key Benefits:

- Standardized training for thousands of employees
- Ensured smooth implementations and high user uptake with accurate, tested process documentation
- Enabled a smooth knowledge transfer and increased user confidence prior to an application's launch
- Provided business units the flexibility to adapt the tool to meet needs
- Reduced training costs by eliminating travel needs

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Process documentation and training can mean the difference between a successful IT implementation and one that falters upon deployment. When documentation and training are not planned properly in the project schedule and budget, it can lead to process rework, delayed testing, suboptimal user productivity at go-live, and unplanned project spending. As important, lack of attention to documentation and training can lead to process management problems down the road.

Emerson, a global technology and engineering company, uses dozens of applications worldwide across its business units, and must ensure a productive workforce that can quickly get up-to-speed on new tools and systems and standardize on key best practices and workflows. To increase user adoption and better manage training costs as well as ongoing process documentation, Emerson uses Oracle User Productivity Kit, a solution that enables organizations to rapidly create documentation, simulations, and support materials for Oracle and nonOracle applications.

Emerson successfully uses Oracle User Productivity Kit across a variety of business units including Emerson Climate Technologies, Emerson Process Management, Emerson Network Power, Emerson Industrial Automation, and the Emerson corporate headquarters.

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groups, the tool continues to deliver value in supporting our Oracle and third-party application rollouts,” said Kim Murphy, human resources business solutions manager, Emerson.

The company has found Oracle User Productivity Kit to be a vital resource when introducing and upgrading Oracle applications, legacy and homegrown systems, and third-party applications.

Taking advantage of Oracle User Productivity Kit’s multi-user development environment, the company created a repository, hosted at corporate headquarters, allowing the various business units to share files and reuse assets. This approach has created a collaborative environment that has resulted in success stories companywide, enabling each business to independently create material while sharing assets and resources where it makes sense.

Ensuring Knowledge Transfer with Documentation

At its Emerson Climate Technologies business, which provides a variety of products and services for heating, air conditioning, and refrigeration, Emerson uses Oracle User Productivity Kit to document processes, ensuring user adoption of its Oracle Manufacturing, Oracle Financials, and Oracle CRM On Demand applications, which are the backbone applications for the business’ operations.

By securing vital process documentation information from implementors and subject matter experts before they leave the project, Emerson Climate Technologies ensures a smooth transition for more than 300 users in Belgium, Italy, Germany, the Czech Republic, United States, Mexico, and India.

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For example, users can participate in training at their convenience and can return to the system for reference when needed. In addition, users have the option to interact with the new applications in several ways, with Oracle User Productivity Kit’s “see it, try it, know it, do it” modes.

With Oracle User Productivity Kit, Emerson has easily documented processes for more than 450 topics and customized training materials for the various groups within the business. The tool centralizes this content to enable the administrators to perform fit gap analysis and create/update materials to fill in those gaps.

As a result of standardizing on Oracle User Productivity Kit, Emerson Climate Technologies can develop content approximately 80% faster than with its previous tool set—which required content developers to use multiple applications to create documentation and training materials.

“With Oracle User Productivity Kit, we have gained an all-in-one solution that provides multiple outputs to accommodate different types of learners and is simple to use,” Murphy said.

Further, while the Oracle applications are in test phases, Oracle User Productivity Kit is especially beneficial because, “the systems may go up and down, but Oracle User Productivity Kit is always up, so we can keep working,” Murphy said.

The tool also enables administrators to measure organizational readiness by tracking content use, enabling them to set requirements and track user progress by using metrics such as topics completed and score achieved.

“With usage tracking, we can confidently evaluate user readiness before pushing applications live,” Murphy said.

“The recording features make it so easy to capture screenshots. And the use of versioning is very helpful when there is a need to rollback to a previous version, which would previously have required going back to the subject matter expert,” Murphy said.

The organization is also integrating Oracle User Productivity Kit with Oracle Tutor to offer a complete role-based business process and system transaction education initiative for its Oracle E-Business Suite implementation in India.

In the near future, Emerson Climate Technologies plans to further roll out the solution and integrate it with its learning management system. Also, the organization will take advantage of the tool’s translation features to offer content in Spanish.

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Standardizing Training for Thousands of Employees

Emerson Process Management, which is dedicated to helping businesses in numerous industries automate their production, processing, and distribution, has used Oracle User Productivity Kit to standardize user adoption materials for approximately 10,000 Oracle Financials and Oracle’s PeopleSoft Enterprise Human Capital Management users worldwide.

The organization has created more than 200 system process topics in general navigation and core financials processes for Oracle E-Business Suite and more than 200 topics for PeopleSoft human resources (HR) applications.

Oracle User Productivity Kit has helped Emerson Process Management to document, standardize, and streamline HR processes, as well as create certifications that are added to HR training records, enabling them to understand levels of user competency. The tool also has enabled Emerson to standardize HR training across different business units, as well as significantly reduce the effort and time required to onboard both new hires and employees brought into the company through acquisitions.

The organization found it was easy to set up Oracle User Productivity Kit with the PeopleSoft application help menu and realized a dramatic decrease in help-desk calls and costs through this initiative. Users receive the most current information and support when and where they need it, resulting in faster task completion times as well as fewer errors. In-application support has been so successful that Emerson Process Management plans to implement it with its Oracle E-Business Suite application.

Accommodating Geographically-Dispersed Employees

Emerson Network Power, which focuses on delivering business continuity for telecommunication networks, data centers, health care, and industrial facilities, uses Oracle User Productivity Kit to conduct refresher training, reference documentation, test scripting, and new feature and enhancement training, as well as create business requirements documentation. It has trained users worldwide on more than 200 training topics for Oracle E-Business Suite, as well as third-party applications.

Oracle User Productivity Kit has enabled the geographically-dispersed organization to significantly reduce costs by eliminating travel requirements for small and midsize enterprises and users with easy access to around-the-clock training and support opportunities. The organization has also significantly reduced content development time. Future plans include rollout of German content for Oracle Manufacturing at an acquired company in Germany, using the tool's translation capabilities.

Saving Time and Improving Outcomes

Emerson Industrial Automation—which offers a wide range of products and technology solutions for advanced automation applications for industrial electronics products, materials joining and precision cleaning, mechanical power transmission, motors and drives, and power generation—is using Oracle User Productivity Kit to support a multiyear roll out of its new Oracle Enterprise Resource Planning (ERP) system to employees spanning 15 sites, seven countries, and three languages. The rollout will not only change the systems with which employees work, but will also transform business processes.

The group planned to use face-to-face formal classroom training and Web conference training, but knew this could not fulfill the needs of every employee on every topic.

“We needed a tool to develop training as efficiently as possible, easily incorporate Oracle screens, provide training on demand, and produce associated documentation,” said Chad Stallings, director of business applications, Emerson Industrial Automation. “Oracle User Productivity Kit is the best tool that we found to meet all of these requirements.”

The Industrial Automation group began using the solution in August 2009 and has since translated business processes developed in English into Spanish and French.

“Oracle User Productivity Kit has been and will continue to be absolutely critical to our success,” Stallings continued. “There is really no other viable alternative outside of manually creating the training materials and using our knowledgeable Oracle resources to take the time to conduct the training. We estimate that the manual approach would double the training budget and add 15% to the costs of Oracle business analyst resources in order to hold to my project schedule.”

Simplifying Recruiter Training

At the corporate level, the staff successfully used Oracle User Productivity Kit to train recruiters on a new custom-built online system for the global Emerson.com careers page. With more than 400 recruiters working remotely around the world, Oracle User Productivity Kit was vital in reducing training time and costs.

The corporate staff developed all Oracle User Productivity Kit content in-house and delivered it to remote staff via an intranet site. The staff was able to develop the content in just two weeks. Further, Emerson realized a significant cost savings by eliminating travel costs for a trainer to visit various regions worldwide to meet with recruiters.

“Instead of paying for travel costs and forcing the recruiters to follow a rigid schedule, we can offer around-the-clock training online, making it very convenient for accommodating various international allocations. In addition, users have the ability to complete training at their own pace and repeat the training as many times as needed,” Murphy said.

Testing Processes

Across Emerson’s businesses, Oracle User Productivity Kit has helped significantly with the ability to test processes before launching applications. Whether starting from scratch to create a process or working with subject matter experts to document an existing process, the company uses test scripts to map out how the process will work, then corrects any errors or problems identified.

“Oracle User Productivity Kit really delivers value by letting us see how the system or process will actually work,” Murphy said.

Why Oracle?

As a long-time user of Oracle business applications, Emerson was looking for an easy-to-use, scalable tool for process documentation and training, and Oracle User Productivity Kit met those needs.

“Oracle User Productivity Kit provides the flexibility to meet various business needs while ensuring a standardized process, which is why we strongly recommend that all of our businesses use the tool for documentation and training,” Murphy said.

Implementation Process

Emerson began using Oracle User Productivity Kit in 2007, when it embarked on a multiyear Oracle implementation involving 12 different instances of Oracle E-Business Suite. It has since broadened its use across business divisions and to support various applications including Oracle's PeopleSoft Enterprise applications and third-party applications.

Emerson is a global leader in bringing technology and engineering together to provide innovative solutions to customers through its network power, process management, industrial automation, climate technologies, and appliance and tools businesses. The company is ranked 117th on the 2010 Fortune 500 list of America's largest companies.