Welcome to the Training Stream

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Floatdene

corporate training solutions
GSK M-ERP Programme
Everything we do is to ensure they can do more, feel better, live longer
The Vision

Accelerating excellence in manufacturing across the GSK supply chain by

• **Simplifying and standardising** ways of working and data across the GMS network

• Implementing a **single** M-ERP template that enables the future GSK operating model

• Building in **scalability** that enables ‘core’ ways of working by all sites

• Implementing a system that is **sustainable** and removes obsolescence risk
M-ERP is the set of business processes supported by a system which drives all our key manufacturing activities.

It works together with GSK’s other Enterprise Resource Planning (ERP) systems to provide end to end controls and business information.
Need for Change

“The current approach is disconnected, inconsistent and results in variable processes and performance. To ensure that our customers can do more, feel better and live longer we must deliver a more consistent and efficient service.”

Current State

- Multiple processes
- Inconsistent data
- Variable capability

Resulting in
- Business risk
- Compliance risk
- Unnecessary cost
- Few end to end KPIs

Future State

- 1 system
- Standard process
- Standard data
- Standard capability

Resulting in
- Supported compliant ERP system
- Mitigated business and validation risk
- Platform for driving out cost
- Platform for drive to world class performance
- End to end KPIs

Obsolete systems

Sustainable systems
SCOPE

- 31 Countries
- 67 Sites
- Mix of SAP and non-SAP sites
- Approx 17,000 Users

“The ERP implementation at each site is part of a major programme across the GSK world. Every site added to ERP will increase the consistency and efficiency of our operation”
Guiding Principles

• A Programme of **business change and improvement supported by IT**
• The Programme is an opportunity for process improvement and simplification – need to **bring in more than just IT change/replacement**
• Split into a pilot sites implementations followed by ‘waves’ across the manufacturing sites – Several phased implementations across various countries to include Pharma and Consumer Health
• Shared common processes with the commercial organisation (finance, procurement, order to cash )
• Key objective to align the organisation data, processes and platform across all ERP
“Our new operating model includes everything that is required to meet our customers needs – from understanding their future requirements to purchasing materials and planning production. To achieve this we also have various supporting processes which are part of the model.”
Training Approach

- Strategy to deal with large, complex user base of 17000 users
  - Diverse range of user groups
  - Diverse levels of computer literacy and learning styles
  - Multiple countries and languages

Common materials & consistent knowledge transfer
Minimise time away from business as usual
Effective strategy for the long term
Easily maintainable solution
Means of checking user competency

- Integrate and support change communications
- Cost effective solution
- Training toolsets backed by technology expertise & service capability
Training Overview

**Blended Training Programme**
- Slide Packs
- Delegate Packs
- Handouts
- Helpcards / QRGs
- GSOPs Etc ...
- Microsite Support
  - Direct link from SAP

**Assessment & steady state**
- Competency Testing
- MI reports highlighting key skill gaps in business areas
- Long-term training & support strategy
- CoE / BAU training & support team

**Training Needs Analysis & Role Mapping**

**Training Scheduling**
- Invites
- Confirmations

**Attendees**

**Core SMEs**

**Site SMEs**

**Train the Trainer Bootcamps**

**Expert SAP Development Teams**

**Training Material Creation and Updates**

**Feedback**

**Support Teams**
Training Programme Steps

1. Training Strategy
2. Training Curriculum
3. Training Plan
4. Doc. Standards
5. Train the Trainer (TTT)
6. Dry Run Training
7. Content Development
8. Training Needs Analysis (TNA)
9. Translation
10. End User Training
11. Training Evaluation
12. Ongoing Support / Retrofit Training
Success Factors

• The training program could only be successful once the business was involved and signed up – training & change worked closely with the business to encourage maximum participation and involvement

• Training was:
  – developed by combinations of expert GSK staff and external resources
  – 128 courses and over 620 Simulation lessons, of which approx two thirds were translated
  – ‘Bootcamp’ of business Super Users / SMEs so they can deliver training
  – delivered by super users who will support the business after go live
  – role based, and incorporating business process and end to end understanding
  – blended to mix leading edge learning technology and classroom delivery

• Sustainable - continuous improvement must be built in to the program to realise full business benefits
Challenges

- Deployed toolset for System Instructions was based on SAP licenses - prohibitive costs given the large user community
- Simulations / System Instructions required in several languages - both for screens/fields and text
- Requirement to align tools and templates across two large ERP programmes with considerable shared content
- Ability to update system instructions for local markets or sites
Training Tool Selection

• Tool needs to represent your SAP system as realistically as possible to engage users.

• Key Tool Attributes/Features:
  – Ease of maintenance – system will change both pre go-live (testing) and post go live
  – Ease of authoring
  – Localisation – site/country/business unit specific data
  – Translation – if you going across languages
  – The ability to track user access and scores and present management information via the LMS

• Selection Tips:
  – Include 3-4 vendors in your initial assessment
  – Ensure providers can demonstrate tool capabilities in front of you on a live SAP system (ideally get them to work to a scenario you have designed)
  – Ask for several references/site visits
Assima toolset

- Use of simulation tools (Assima ATS) for training reference and comprehension testing of employees
  - Capture of actual SAP environment with working data
  - Various modes available – practice and evaluation, providing varying levels of support
- Creation and maintenance of a full library of learning and support materials stored on training portal
- Use of experienced professional developers from Assima to support training team
General Recommendations

- Fully engage with and get commitment from all stakeholders
- Blend your business user team with SAP experts
- Create a forum for key users to meet & discuss ideas
- Use a simulation tool that allows easy changes & do a POC before selection
- Plan for non-critical training to be delivered post go live

- Integrate trainers into other programme activities
- Try to ensure employees are allocated time to practice / attend clinics
- Ensure sufficient time and effort for role mapping
- Create a competency framework and make Quizzes mandatory
- Plan strategy for early life support + BAU training in your TNA
Training Portal

System Instruction documents held here

Click Process Area required to access course content
Click required course to view content
Demonstration

Point of need support and training