



Adoption Services



Why does user adoption matter?

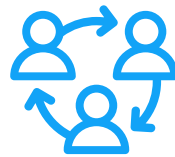
You're likely making significant financial investments in software systems to help improve your organization's business operations and gain a competitive edge. To maximize the success of your software investments, you need to focus on three key factors:



Quality software



Efficient and effective implementation



Rapid adoption and optimization by users

Many companies focus heavily on the first two factors, but often treat the third factor, user adoption, as an afterthought. As Harvard Business Review points out, "It's remarkable how commonplace it is for leaders to **lose sight of the true ROI of their digital investments**: collaboration among actively engaged users, smarter decision making, increased sharing of best practices and, over time, sustained behavior change." The true ROI and realization of business value from your software investments is directly related to the speed with which your users adopt and establish proficiency with new systems and processes.

The key to delivering business improvements is giving users the ability to quickly and easily integrate a solution into their day-to-day activities.

Software systems alone do not deliver business improvements, but they do allow educated users to deliver them. The difference between the value a software system provides at go-live and the value users could realize as it's integrated into their daily work lives is called the **consumption gap**. By taking a holistic approach to implementation—one that includes key stakeholders and users alike, from the planning stages through post-deployment sustainment—you can close the consumption gap, effectively reducing risk, accelerating time to value, and lowering the cost of implementation.



"50% of software functionality paid and licensed by organizations is not actually used"

—TSIA



"Nearly two-fifths (38%) of respondents stated that their problems were the result of people issues such as slow user adoption, inadequate attention paid to change management and training, and difficulties in aligning the organizational culture with new ways of working."

—CRM Success Requires Focus On People, Not Only Technology, [Kate Leggett's Blog, Forrester Research, Inc., February 18, 2016](#)

Realize the maximum value of your technology investments

Through a combination of planning, communication, and alignment of your stakeholders, leaders, end users, processes, and end-user training, Infor® Adoption Services helps ensure that your end users are fully empowered to get maximum value from your Infor solution.

With Infor Adoption Services, you get comprehensive support for implementation, communication, and end-user training that's expertly organized to help ensure the success of your software installation or upgrade. Our team is made up of seasoned veterans with extensive experience in designing and delivering change management services. As a result of this experience and our proven process, your investment in Infor Adoption Services can boost end-user adoption rates and help ensure on-time, on-budget results and attain faster ROI.

Engage Infor Adoption Services to help you:

1 Reduce project risk

Decrease resistance to change with a communication plan and stakeholder involvement.

Ensure a consistent and comprehensive approach to learning.

Lower the risk of non-compliance and ineffective workarounds.

Reduce the risk of failed system go-lives by empowering users.

2 Accelerate time to value

Assess needs to ensure that all training requirements are considered.

Provide role-based, need-to-know training.

Offer multiple outputs to support all learning styles.

Ensure each role understands how they are aligned within the intended business outcomes.

3 Lower cost of implementation

Avoid preventable errors. The cost of engaging Infor Adoption's services can be a fraction of the cost of otherwise making a major implementation mistake.

Reduce cost, time spent, and errors in creating and maintaining documentation.

Minimize resources deployed to non-value activities.

Over the long term, lower the total cost of ownership via reduced support and help calls.

The Infor Adoption Services approach to transformation

Installing or upgrading enterprise software can lead to major changes in the way you do business. Employees may need to assume new roles, interact with new teams, and take on issues with an impact far beyond each individual's department or region.

Training every user—from the project team to the end user—is crucial for the success for a project, but user adoption is more than just training. Many implementation failures arise from insufficient preparation and a lack of visibility into critical aspects of the project, which leads to low confidence and poor performance when new systems go live.

Infor Adoption Services believe that employees need to be just as prepared for the transition as the ERP program team. That's possible when executive and

program team leaders share their vision and communicate designs, definitions, processes, and information about functionality with key stakeholders as soon as decisions are made. To ensure this happens, changes needs to be formally managed. Infor Adoption services helps you make this happen with services that can help you manage the people side of your implementation:

- Project team readiness
- Organizational change management
- End-user training

Get predictable results

Infor Adoption Services is a part of the Infor Deployment Method (IDM), a proven methodology that helps deliver projects with predicable results and speed return on your investment. Infor Adoption Services uses the following framework for dealing with the impact of new processes, systems, organizational structure, cultural changes, and more:



Project team readiness

Prepare the project team to successfully and effectively participate in the project and sustain the solution post go-live.



Change leadership and strategy

Implement a program that focuses on organizational change management (OCM) strategy, value realization, program management, and sponsorship alignment with executives and the program management office (PMO) for OCM roles and project activities.



Organizational readiness and alignment

Prepare the business to support and sustain the changes, reducing risk. Ensure organizational roles are properly aligned to support the state of future operations.



Stakeholder management and communications

Identify who is impacted, how they are impacted, their reaction to the impact, their case for change, and plans to mitigate user risks. Execute a centralized communication plan. What needs to be communicated to whom, when, and in what format?



End-user training

Execute a series of programs that will increase end-user knowledge over a period of time to prepare for the changes the new system brings.

Infor Adoption Services ensures that addressing the needs of your end users is closely integrated with the entire end-to-end deployment methodology.



Project team readiness

Effective knowledge transfer is formalized, actively monitored, and managed. It includes:

Formal and informal training

Coaching and mentoring

Ownership and demonstration of skills



The project team is made up of those individuals within your organization who are physically responsible for planning and implementing the software system. Each organization’s needs are different, but common project team roles can include a project sponsor, project manager, system administrator, and business unit leaders.

Infor Adoption Services’ project team training consists of a combination of public, private, formal, informal, in-person, virtual, and online training. Training begins at the earliest stages of a project to help ensure the project team is well trained to make better implementation decisions and reduce the number of potential customizations.

Project team training start with fundamentals—such as solution overview, navigation, and business benefits—before progressing into application and technical training. Training is focused on preparing your functional and technical teams for the decisions they will face in data mapping workshops and then conference room pilots (CRPs).

Infor Business and Technical Consultants work side-by-side with your team to transfer their experience, expertise, and best practice knowledge to your staff. This approach, coupled with our robust methodology, toolsets, documentation, guidelines, and other deliverables from our project implementation approach, gives you the tools you need to position your team for project success.

Infor Adoption Services project team training includes:



Instructor-led classes



Instructor-led virtual classes



eLearning classes



Self-directed learning classes

Organizational change management

With Infor Adoption Services' optional organizational change management (OCM) program, you'll work directly with OCM personnel who serve as trusted advisors and active participants in all steering group meetings and checkpoint monitoring sessions, while making it a priority to keep the process engaging, informative, and productive.

With Project team readiness and End-user training as the Infor Adoption Services bookends, our optional OCM program includes the following:



Change leadership and strategy

Infor Adoption Services believes the cornerstone of any transformation is the dedication, visibility, commitment, and active support of key leaders. Infor Adoption Services prepares your organization's leaders for change and makes them an integral part of the creation and implementation of the strategy. This helps ensure:

- **Alignment**—Ensure executives, managers, change agents, and the project team have the same set of goals.
- **Preparedness**—Put processes in place for risk mitigation and issue resolution.
- **Positive feedback**—Offer rewards, recognitions, and celebrations of accomplishments.



Organizational readiness and alignment

Before going live, it's critical that you fully understand the readiness for deployment across the dimensions of technology, process, organization, and people. Additionally, you need a risk mitigation process to fully understand project issues prior to go-live and to be able to intercept and mitigate issues before they happen. To accomplish this, Infor Adoption Services helps you implement a strategy that includes:

- **Change readiness assessments**—Ensure your business is prepared to support and sustain the changes, and that you've reduced risks as much as you can.
- **Alignment programs**—Ensure organizational roles are properly aligned to support ongoing efforts.



Stakeholder management and communications

Stakeholders vary widely in their understanding of and reactions to change. Therefore, a proactive approach is the best way to ensure key project stakeholders are properly prepared for change. Infor Adoption Services helps you conduct a robust assessment of key project stakeholders to help define the activities and support networks that each unique role will need to be better prepared for change. Infor Adoption Services helps you implement a strategy that includes:

- **Timely and consistent decision making**—Ensure critical stakeholders and change management experts provide key input to help ensure organizational alignment and establish that key executives own the decisions.
- **Timely, consistent, and credible communication**—Ensure stakeholders are informed of key decisions so that they can understand the upcoming changes and prepare for them.



End-user training

End-user training is part of the core Infor Adoption services framework. Infor Adoption Services approaches end-user training with a performance and outcome-based focus. Our thorough analysis and planning activities help ensure that your end-user training solution focuses on the right business objectives, processes, job-related tasks, and system functionality. Additionally, training can be tailored to the needs of each end-user role. Our approach to end-user training includes:

1 — Training needs analysis—Analyzing training needs is an important step in positioning your end users for success. Infor Adoption Services helps you identify the scope and approach of your end-user training, including:

- Training needs per role
- Curriculum design
- Content development plan
- Delivery methods
- Sustainment strategy
- Estimated resources and costs

2 — Design—In our design workshop, we work with you to create the standards, prototypes, and quality control cycles that serve as the foundation for your comprehensive training solution.

3 — Development—Together, we'll also help you create a subset of all training assets during the design workshop. These assets will serve as examples that your resources can then use to build the rest of your content. The deliverables from the development stage depend on the outcome of your end-user training strategy. Deliverables normally cover material development for multiple modalities, such as:

- Conceptual presentations
- Classroom training guide
- eLearning demo and practice simulations
- Job aids
- Knowledge assessments
- Refreshable training environment

Infor Adoption Services can support your needs, regardless of which tool you choose; but we highly recommend you use the Infor Enterprise Performance Accelerator Kit (EPAK) or similar end-user productivity tool. This can help reduce implementation time and

effort, standardize content creation, and reduce total cost of ownership. One input produces multiple outputs, making this a cost-effective and time-saving solution that helps ensure that all learning styles are addressed in an accessible and convenient way.

4 — Training delivery—Even those who have the best knowledge don't necessarily have the needed skillset to deliver effective classroom training. To address this gap, we offer a soft skills training workshop, where future trainers can learn best-practice instructional delivery skills, adult learning styles, strategies for handling challenging participants, and more. Alternatively, if your organization doesn't have the resources to lead training, Infor Adoption Services can provide a customized learning experience for your end users. Your subject matter experts co-present with our consultants to answer workflow-specific questions, but don't bear the time-consuming tasks involved with leading training.

5 — Sustainment—Repeated training close to and after go-live can greatly increase learning retention. It also provides reliable and efficient training to help reduce skills erosion following implementation. Infor Adoption Services helps you build successful e-learning programs that allow you to:

- Measure user confidence and adoption as users progress through the processes of learning new skills.
- Assess user proficiency.
- Validate user understanding of courses through quizzes, tests, and surveys.

Make user success your top priority

Technology by itself is just a tool. Its transformative powers and ability to drive growth and change are tied to one essential ingredient—people. When you partner with Infor Adoption Services, you work with a team dedicated to helping you ensure your end users are fully empowered to get maximum value from your Infor solution. Together, we'll ensure that user success is at the top of your priority list. You'll reap the productivity benefits that result.

Infor Education's user adoption model can support you regardless of which engagement level you prefer:

Advisory

You get packaged and/or short-duration offerings that focus on strategic, assessment, and/or unique client requirements.

Partnership

Full-time OCM and training specialists partner with you to manage and/or work on specific activities, deliverables, and/or workstreams.

Full service

Full-time OCM and end-user training (EUT) specialists work with you on all OCM and EUT components.



At the end of the day, the success of your project won't have anything to do with technical features, but will come down to how well you handle business process reengineering and organizational change management—the two most important success factors for any ERP implementation.”

—Panorama's 2016 ERP Report

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