Planning Your Super User Program:
Answers to your questions like “How many Super Users do we really need?”
Introduction

Our presenters…

- **Kelli Bosman**
  - OCM Consultant
  - IBM

- **Chris Arnold**
  - IT SAP Program Manager
  - ConvaTec

- **Keith Kebel**
  - SAP Project OCM Lead
  - ConvaTec

- **Todd Bricker**
  - SAP Project OCM Lead
  - IBM
Learning Points

Upon attending our session you will:

- Realize the *decision points* required to design your *Super User* Program
- Have a better understanding on how to *resource* your *Super User* Program
- Learn how to *prepare* your *Super Users* for go-live and beyond
Today’s Agenda
How we’re going to tell our story…

1. Introduction

2. Topmost questions
   - Our Recommendations
   - Our Approach

3. Summary: One year after Implementation

4. Your questions
# About ConvaTec

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<tr>
<th>Company</th>
<th>ConvaTec Inc.</th>
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<td>Industry</td>
<td>Life Sciences</td>
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<td>SAP Solutions</td>
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The New ConvaTec

- 2010 revenue of $1.6B
- 4 business units
  - Wound Therapeutics
  - Ostomy Care
  - Continence & Critical Care
  - Infusion Devices
- 12 manufacturing sites in 9 countries
- 7,500 employees
- Presence in 90+ countries
## About our SAP project

### Project Approach

**Wave 1 – October 5, 2009 Go-Live**
- Complete solution
- All business functions & SAP modules in scope
- Finance & Accounting (F&A) outsourced organization
- Smaller geographic scale, but covering all operating functions
- Controlled, disciplined approach

**Wave 2 - January 4, 2010 – Go-Live**
- More users and geographic areas
- Remaining localization

**Rationale**
- Fully test the new solution in the first wave
- Reduce the risk of “Big Bang” implementation

### Client Benefits

- A single, global instance of SAP to support manufacturing, supply chain, order management, and finance processes for the Americas, Europe, and the Asia/Pacific regions
- Solid financial process and systems foundation to enable the outsourcing of F&A business processes
- A new Order Management operating model based on a newly designed “tolling” distribution network
- Operational separation due to migrated data from legacy BMS
- An integrated EDI system to replace the legacy EDI platforms
- Completed the MSA using Life Sciences Express
- SAP Hosting and Application Support organizations to maintain the SAP system

### 2000 SAP Software Users Globally
Question 1

What’s a Super User Program and Why Do We Need One?
Q1: What’s a Super User Program and Why do we need one?

A well-designed, solidly-managed Super User Program is a critical success factor for the adoption, utilization, and continuous improvement of our SAP Project’s technical and business solutions.

William Compton
VP & CIO, ConvaTec

Todd Bricker: our recommendations
Q1: What’s a Super User Program and Why do we need one?

**Goal:**
The overarching goal of the Super User Program is ConvaTec’s **sustainability** of the SAP solution.

**Objectives:**
Our Super User program is based on the concept of bringing talented users into positions of leadership for the SAP solution.

*In other words, the Super User program will:*

- Instill SAP solution ownership
- Ensure adoption at Go-Live
- Develop ambassadors of SAP across sites and business areas
- Create an interconnected link of internal expertise
- Drive continuous improvement
Q1: What’s a Super User Program and Why do we need one?

*We designed our Super User Program with the following objectives:*

- Super Users are members of the End User community who are recognized as *subject matter experts* within their departments -- they understand the *SAP-enabled business processes* for their business units.
- Super Users support the project by providing the functional teams and training team with *feedback*.
- Super Users perform *system testing* and assist with *data cleansing* and conversion.
- Super Users leverage their extensive knowledge of business processes and policies to provide realistic scenarios for *training development* and may train End Users in their area of expertise.
- Super Users provide *first level SAP support* to their departments during Go-Live.
- Super Users provide *on-going SAP support*.
- Super Users are part of a wider *support organization*.

Keith Kebel: our approach
Question 2

What do Super Users do?
Q2: What does a Super User do?

All Super Users are responsible for Change Support: champion the use of the solution within their user community and manage end-user expectations. Additionally, Super Users fulfill one or more of the following areas of responsibilities.

**Data**
- Gather, map, cleanse, transfer, load, and validate legacy data
- Validate Data during Mock Data Cycles and Cutover
- Report issues to team

**Testing**
- Review/update site SOPs
- Assist in creating, executing and validating test cases for end-to-end processes
- Report issues to team
- Assist in cutover activities

**End-User Training**
- Localize and translate training materials
- Support training deployment
- Deliver end user training
- Update local documentation

**Role-Mapping**
- Map End-Users to Enterprise Profiles

Super Users can fulfill one or more roles, depending on skill set, interest, level of effort, and timing.

Todd Bricker: our recommendations
Q2: What do Super Users do?

Super Users are involved in the following activities:

- Design review
- Prepare for data conversion and cleansing
- Testing
- Training material review
- Data conversion and cleansing
- Testing
- Localize documentation
- First-level support
- Continuous improvement
- Communicate the benefits of SAP

Keith Kebel: our approach
Question 3

How many Super Users do we need?
(and what’s their time commitment?)
Q3: How many Super Users do we need?

- Depends – based on a deployment-by-deployment basis and includes many variables:
  - **Number of end-users**
  - **Level of interaction on the system**
  - **Stability of the SAP system**
  - **Other criteria**

- At least one from each end-to-end process area, per location, per shift
Q3: How many Super Users do we need?

Estimated workload for a Super User varies over time

Estimated Workload

- For integration testing, training and final preparation, the time requirement is 50-75%.
- In the first 1 to 3 months past Go-Live, the Super User role usually requires a 75% time commitment, diminishing over time.
- In the long-term steady state after the first 3 months, Super Users are integrated back into the business, but still serve as primary support within their areas and log issues with the support team.
- If training end-users, a core group of trainers will continue through subsequent “roll-outs”.

Level of Commitment

- Super Users will continue in their current positions and incorporate the role of Super User in addition to their current job.
Q3: How many Super Users do we need?

The approach we took to determining the number of Super Users was systematic to ensure buy-in by senior management and line leaders.

Phase 1 – High Level Estimator
- Mapped out all the activities that required Super User involvement by project phase
- Assigned an estimated percentage of time for each activity
- Created a total percentage of time by month and week (if necessary)

Phase 2 – Detailed Estimator
- Created a map of process/sub-processes by country and site
- Created a model that estimated percentage of support time by each sub-process area and location

Phase 3 – Final Plan
- Met with each Process Owner
- Finalized model based on deployment variables

Keith Kebel: our approach
Question 4

How do we select our Super Users?
(a.k.a. who make the best Super Users?)
Q4: How do we select our Super Users?

Based upon our experience, we recommend that Super Users have the following competencies & skills:

- Quality Orientation
- Quick Learner
- Communication
- Enthusiasm, Confidence, Empathy
- Problem Solving
- Business Knowledge
- Credibility
- Flexibility
- Project Work
- IT Skills

Super Users should be the best and the brightest.
Q4: How do we select our Super Users?

- Gained approval for Super User program from Project Sponsors
- Agreed on target number of Super Users within each process area by site for wave coverage dates
- Presented Super User program to key functional group (Finance & Supply Chain) executives
- Process Integration Leads suggested Super User candidates
- Project Sponsors, Process Owners, and Process Integration Leads negotiated chosen Super Users with home organization
  - Respected by peers and able to influence others
  - Knowledgeable about business and change impacts
  - Excellent communication and interpersonal skills
  - Credible at all levels across represented organization
Question 5

How do we prepare our Super Users?
Q5: How do we prepare our Super Users?

**Super User Development Path:** Super Users will develop their skills and knowledge as they progress through the project phases.

**Learning Activities**
- Attend Kick-Off and On-Boarding Sessions
- Attend Super User Training Sessions
- Attend SAP Navigation Training

**Awareness**
- Attend Kick-Off and On-Boarding Sessions
- Attend Super User Training Sessions
- Attend SAP Navigation Training

**Realization**
- Assist in Data activities*
- Assist in Testing activities*
- Attend Train the Trainer Sessions
- Deliver End-User Training*
- Assist in Change Impact Validation
- Support Mock Cutover Activities

**Final Prep**
- Resident expert
- As-Needed Training
- “On the Job” exposure
- Provide business process and basic systems assistance
- Production / End-User support
- Deliver End-User Training*
- Support Mock Cutover Activities

**Go-Live & Support**
- As Required

**Todd Bricker: our recommendations**
Q5: How do we prepare our Super Users?

Super User Learning & Development Plan

Learning events:

- Communications
- Hands-On
- System/Project Tools training
- Kick-Offs

Development tracking:

- Participation
- Knowledge
- Hands-On Use
- Respect from others
- Interpersonal
Summary: post-implementation review

- **Proven results** – empowered Super Users enabled project success
  - Extended CCT team
  - Cascaded communications and change impacts
  - Customized approach, plan, and deliverables for site
  - Engaged site leadership
  - Provided feedback to project team

- **Challenges / Lessons learned**
  - Devote enough time to identify Super Users in an evolving organization
  - Manage competing priorities of part-time Super Users
  - Schedule regular cadence of meetings
  - Engage executive support “early and often”

Keith Kebel: our results
Summary: a year after implementation

- **Proven results**
  - Additional SAP roll-outs relied on Super User community and required no formal training – Unomedical Asia Pacific, Italy, France

- **Lessons learned**
  - Stick to global design wherever possible
  - Keep training materials up-to-date
  - Regular travel to local sites for Super User interaction

- **What we are doing differently in our current SAP project**
  - Providing formal training
  - Utilizing our Super Users as trainers (via train-the-trainer) rather than IBM trainers
  - Updating some of our training material that has become outdated

Chris Arnold: our results
Your questions…
Thank you for participating.

Please remember to complete and return your evaluation form following this session.

For ongoing education on this area of focus, visit the Year-Round Community page at www.asug.com/yc

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