The True Value of “Knowledge OnDemand”
Foreward
The world has changed...the workforce has changed...software has changed...user interfaces, processes and the inter-relationships of different software packages have all changed. So, should we be asking ourselves how effectively our IT projects and change programmes have adapted to these changes? How have we really responded in the past 5 years (say) to this changed world in ways that more appropriately support users with new software and new software processes?

Perhaps, for a moment, we should pause and think about this? Currently, when software is deployed, many organisations simply deliver 'training' although this is often given a different spin using phrases such as 'the delivery of learning'. This learning can be instructor led, e-learning or a combination referred to as 'blended learning'. So, now let us think about our 'end users' -those with the day jobs that are about to become disrupted by changes in the business processes and the software they must use to execute them. Precisely what do they want? What do they need to become effective as soon as possible? Certainly our users need to learn, they need to 'be trained', but what most human beings actually desire is that we want to become knowledgeable. We want the knowledge that resides in the heads of experts in the new systems and processes, we want it as and when we need it (OnDemand), and we want it available in a form in which we can most easily absorb, assimilate and exploit it.

For most organisations the idea of delivering such 'Knowledge OnDemand' might be viewed as unrealistic or ridiculously expensive - or both. But this is not true. Many organisations have, in fact, delivered 'Knowledge OnDemand' as a world class alternative to the older forms of 'traditional training'. In doing so they have saved significant cost compared to the traditional approaches and they have made a massive improvement to the speed, ease, and effectiveness with which their workforce adopts new processes and software.

This white paper talks about this evolution for IT, HR and the workforce to the new (but proven) world of providing the workforce with 'Knowledge OnDemand'......
Executive Overview

The deployment of software to users across the enterprise is a major undertaking. These programmes and projects are built on clear business cases that commit delivery of clear ROI – usually back to a steering committee. It is upon this that CFOs, CIOs, CEOs and other executive/senior stakeholders give their backing. As a result, these programmes are high profile and if they are not planned and executed properly with a well thought-through change programmes, they can result in major business disruption where issues, embarrassment and political implications can eventually trickle up to become boardroom problems. Organisations that invest wisely in a solid implementation approach are minimizing risk and are more likely to experience long-term success.

ISIKON, the leading Oracle UPK Implementation and Support Partner in D A CH - founded in 1998, with over a decade of underpinning SAP, Microsoft, in-house built, SOA and other significant software transformation and change programmes, truly understands the pain organisations feel when a deployment project goes awry. With 15 years of experience through direct client interaction, ISIKON employees have established a solid change management approach with their “Knowledge OnDemand” methodology - combining leading edge software technologies and best practice services to accelerate their clients’ projects and underpin their end user deployment success. This methodology incorporates Oracle User Productivity Kit (UPK), the synchronized content development platform that provides value throughout the full project lifecycle from the blueprinting, design/configuration stages, CRP 1+, during go-live and with continuing maintenance and support. For several years, ISIKON has realized that the real value of their services, underpinned with Oracle UPK, go far beyond training with the first project deliverable and can enhance the entire project lifecycle. Oracle UPK and ISIKON’s “Knowledge OnDemand” methodology maximizes ROI on enterprise application investments and software deployment programmes. ‘Knowledge OnDemand’ drives end user productivity, and reduces around 60% of the costs associated with user adoption and enablement of software process improvement, upgrade and enhancement programmes.
“For us, ‘holistic’ is not just a flowery phrase. When implementing our products and services we not only take care of all the technical aspects but we also integrate the human and organisational factors.”

— Michael Dirksmann, Sales Manager, ISIKON GmbH

Where is the Need?

The need exists because the management of change for ‘end users’ and the transfer of knowledge to users relating to new software and software processes is what results in the original enterprise software ROI being met. Many surveys have pointed to the fact that this is often not achieved.

The percentage of software deployments that truly meet their ROI goals – and do so on a clearly measured basis is not high – some quote as low as 30%; this despite deployments consuming millions of Euro each year.

And, as surveys tell us, the reasons for failing to deliver that ROI most significantly falls to users not adopting the new software and software processes. Perhaps this is not surprising, given that people tend to be highly resistant to change. But this is evidently no excuse!

Organisations need to deliver with a view to world-class user support and transfer knowledge in a way that offsets this risk to projects and programmes that are, so often, central to organisations executing effectively on their strategies.
Equally, we know that the time it takes to overcome this knowledge gap cannot be underestimated. It takes time for users to achieve full effectiveness.

We should, therefore, understand this adoption and knowledge acquisition by users and aim to implement a solution that can reduce the knowledge gap and the time to competency.

What is the Challenge?
The challenge rests with the project team responsible for providing knowledge to end users that enable them to adopt or even embrace the new software processes they are being asked to use.

The diagram above reflects the significance of the challenge. As with any change, users need to be guided through a series of stages at a pace that is appropriate to their base knowledge, their personal learning style, and the extent of change. The project team also needs to be able to adapt and ‘style-flex’ according to the nature of the user - Baby Boomers, Gen-X, Gen-Y all tend to behave differently when faced with change and respond to technology in different ways. Ultimately, though, the challenge centers on the transfer of knowledge from those who fully understand the context and detail of the new business and system processes (Subject Matter
Experts) to those who need the knowledge and the execution of this knowledge transfer from early involvement of users through learning and into post go-live support.

Exceeding the Challenge by Delivering ‘Knowledge OnDemand’

Delivering ‘Knowledge OnDemand’ is all about getting closer to the way users absorb and exploit the knowledge they need to embrace change. Users change their behaviour when they can see incremental value that is easy to achieve without additional hurdles of access, relevance, completeness or accuracy. Thus, the Knowledge OnDemand solution was created to be simple and accessible to all users with complete, synchronized, and up-to-date information.

Simple and Easily Accessible

The Knowledge OnDemand solution has to be simple. Information needs to be deployed online for universal access and available with a minimum number of mouse clicks (ideally, just one). Users expect to obtain the information almost instantly and they demand it contains only the immediately relevant knowledge they are looking for. Despite this, studies have shown that, where application of older techniques persists, knowledge workers waste 30% of their time searching for the basic information they need to do their jobs.

With the 'Knowledge OnDemand approach, organisations can eliminate the time and resources users waste looking for information - sources such as other colleagues or unnecessarily calling an already stretched helpline. The prognosis is simple. Knowledge OnDemand saves time, money, and resources; and, users adopt change more openly because it is easy for them to do so.

Complete and Synchronized

According to an Ovum study in 2007, 80-85% of the enterprise information (the biggest part of the knowledge) is weak or simply unstructured. In addition, it has been stated that 4% of knowledge is documented, 16% is located somewhere on a server with different releases and 80% is in the heads of the employees. Users who are unable to find all information quickly and easily will judge the knowledge support for a new system to be irrelevant and a waste of their time. They will go elsewhere to fill in the gaps and in doing so will dramatically reduce effective use of the new software and processes.

A clear directive for programme directors is to ensure that the implemented, not the ‘out of the box’ software processes, must be fully documented (including both customisations and configurations). Not only this, but documentation, training course materials and simulations, job guides, online and printed user manuals, as well as online help must all be in-sync in order to ensure that users get the most accurate information to do their job.

Project teams must also follow through to manage change. From the line of business perspective, it is key that the project team ensures the knowledge material from all projects is
continually maintained and updated. World-class user knowledge support must mirror the actual business process regardless of application/project boundaries. They need to ensure this includes more holistic information such as organisational directives, job descriptions, process manuals, and governance directives; and, these elements need to be integrated within the documentation, simulations, manuals and online help exactly where it is needed by users as they are using the software.

**Up-to-Date**

The objective for any knowledge material created during a project must be two-fold: The immediate objective is to achieve a change in which users embrace the new software and processes enabling rapid ROI. The second objective is to extend the 'half-life' of the software by underpinning it with up-to-date knowledge in order to maintain its effective use with the ebb and flow of the user population through re-organisations, staff turnover, growth etc. This is ever more important as organisations face rapid challenges in their markets. If users are unable to rely on the absolute accuracy of the information supplied, it will lose its value and the consequences are very negative.

By implementing a continuous process enhancement strategy, organisations can remove the risk of documentation obsolescence. And, with social networks becoming more important for enterprise-wide knowledge management, software and system process documentation libraries should be part of a holistic knowledge management strategy. Involvement of users as well as subject matter experts can ensure the libraries meet the ‘real world’ test of complete, relevant, and up-to-date information.

**The Methodology**

In recognition of these requirements for a holistic Knowledge OnDemand solution, it is clear that there is no single 'magic bullet' available to fulfill all project requirements. The solution is a blend of people, process and enabling technology. Typically, projects start using Knowledge OnDemand and once the first success story in IT deployment and support spread, the project evolves into an enterprise-wide documentation, training simulation, online help and learning system strategy.
Exceeding the Challenge by Delivering ‘Knowledge OnDemand’

Oracle’s User Productivity Kit (UPK)

There are only a few things that are outdated as fast as IT solutions – constant updates or changes to new solutions - which make life-long learning a ‘must’ within enterprises. With ‘Knowledge OnDemand’, Oracle’s Partner, ISIKON GmbH, is providing holistic knowledge management for the accelerated and self-determined learning of business flows and software applications of all kinds. Whether an organisation is implementing new software processes, acquiring / merging or simply driving organisational change, it is critical to establish a fast and efficient way to establish a knowledge base.

Enterprises like Demag Cranes AG rely on the Knowledge OnDemand approach from ISIKON GmbH to increase workforce effectiveness whilst reducing training effort and costs, taking advantage of ISIKON’s years of experience supporting system process change driven by implementation / upgrade of SAP R/3, PeopleSoft and a wide range of other software. To deliver ‘Knowledge OnDemand, ISIKON combines a blend of services underpinned with Oracle’s UPK software. The combination provides a powerful workbench for system and process training and documentation.
Jumpstarting Knowledge Transfer

With only a two hour introduction class, ISIKON can enable members of a project team to be up and running with the basic techniques of the Knowledge OnDemand approach and use of the UPK enabling technology. This rapid knowledge transfer enables ISIKON customers to be self-sufficient, immediately effective on projects, and keep the knowledge base up to date at all times. ISIKON’s experience has found the advantage of underpinning the methodology with Oracle UPK vs. tools like Microsoft Word or Microsoft PowerPoint has not only helped them realize a time savings of up to 80 percent, but also enabled them to rapidly create the many forms of output from a single content development session. These outputs include such materials as training guides, videos, training simulations, electronic support solution (online help). It is this combination of ISIKON people and process, combined with Oracle UPK that results in ISIKON customers being able to meet all the key factors necessary to support successful system and process change - accurate, up-to-date, accessible and attractive user knowledge support.

The Human Factor

The human factor has a high priority for ISIKON – simply because it is the only way to ensure user acceptance. “For us holistic is not just a flowery phrase“, states Sales Manager Michael Dirksmann. “When implementing our products and services we not only take care of all the technical aspects but we also integrate the human and organisational factors”. It is always a combination of process and IT application knowledge...not just for single software products but also for complete multi-package process offerings. ISIKON supports any enterprise application project with this complete all-around offering including the selection and installation of software, on- and offline-training for content creators, as well as best practices for creation of project knowledge material of all varieties.
The Personal Touch

ISIKON is more than a supplier of software solutions. Whether you are planning to integrate a knowledge platform within a change programme or simply require an external training solution for an implementation or upgrade, ISIKON is the right choice. Many customers ask ISIKON to manage the knowledge content – for which ISIKON offers 24 hour hosted access. Customers are reassured that the system and system process knowledge stays where it belongs - within the enterprise itself as a result of the personalised OnDemand approach taken by ISIKON. “All solutions are managed on internal enterprise servers“, assures managing director Alexander Kübel. “Solutions from ISIKON can offer a rapid, high quality and effective delivery of knowledge to hundreds or thousands of employees with a minimum of time and cost - a unique solution designed for enterprises that find a SaaS approach more attractive.

Conclusion

By leveraging ISIKON’s “Knowledge OnDemand” methodology underpinned with Oracle UPK, clients have realized an accelerated implementation and are maximizing their ROI on their enterprise application investment. From the blueprinting, design/configuration stages through go-live and maintenance and support, the “Knowledge OnDemand” methodology has proven the strength of ISIKON’s exploitation of change management services and Oracle UPK technology far beyond training. With an ability to create all the critical materials needed for each phase of the project, develop a single knowledge platform for the enterprise, and ensure knowledge transfer, ISIKON’s clients can rest assured knowing their projects are in good hands.

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