E-BOOK

Successful Onboarding Strategies for Your Digital Manufacturing Transformation Project

Poka

Accelerating Impact: Choose the right software implementation approach for an on-time, on-budget rollout with rapid KPIs

Done right, businesses that are able to follow the path of digital transformation top performers will be able to unlock $1 trillion in value, McKinsey estimates.

However, when done poorly, inefficiencies in software implementation and adoption are costing the average company 14% more in planned migration spending every year. On top of this, a third of organizations' rollouts are delayed by more than a quarter. Multiplied globally, this is expected to wipe out more than $500 billion in shareholder value over the next three years.

One of the reasons for these continuous cost overruns is that traditional implementation approaches are not scaling effectively for today's platforms. Choosing the right digital implementation strategy for your organization accomplishes two things:

1. A smooth deployment minimizes disruptions to keep costs and deadlines in check.

2. It accelerates key performance indicators, which is essential to demonstrate proof of concept for a new workflow and produce tangible ROI results.

Having implemented projects at leading global manufacturers with thousands of onsite users, we believe software providers are able to contribute the highest value outcomes by starting with an outcome-based approach to set targets, then helping identify project scope and the best rollout strategy.

New Digital Implementation Strategies for Factories

1. Outcome-Based Approach

Before any work can begin, the scope must be defined to ensure a successful and focused implementation. Limiting how and where your new software will be used at first, based on your outcome priorities, is called an outcome-based implementation approach.

With your software vendor's professional services team, you should complete a custom scoping exercise: uncover your targeted outcome priorities, any challenges standing in the way, and priority areas of your business to focus on. Your software vendor will recommend which use cases to prioritize and how best to measure success.

You have to be intentional about what technology you're implementing, where you'll be using it, and why. **Here's a sample software scoping framework from a manufacturing perspective. (See next page.)** During the onboarding process, these are some of the most common challenges, use cases, and outcomes that our customers focus on when planning their Connected Worker rollout.

Outcome Scoping Interview Framework

Targeted Outcome

- Reduce equipment downtime
- Improve quality
- Improve training effectiveness
- Increase productivity
- Reduce employee turnover

Challenges

- Inconsistency
- Lack of visibility
- Manual processes
- Aging workforce
- Skills gaps

Priority Areas

- Processing
- Maintenance
- Packaging
- Warehouse
- Mixing

Use Cases

- Work execution
- Knowledge Management
- Issues Management
- Communication
- Training Delivery

Success KPIs

- Downtime
- OEE
- Cost
- Employee turnover
- Near Misses

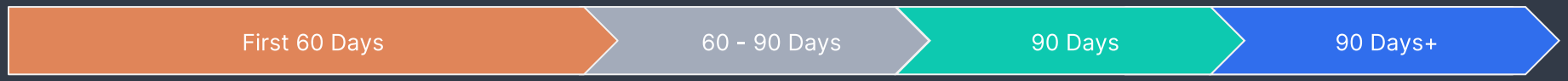
Go-live Methodology - First 90 Days

Launch & Engage

Behaviour Change

KPI Change

Expansion



Example:

As a best practice for a Connected Worker application, we include a maximum of three use cases in a pilot project and recommend closely tracking the most impactful KPIs tied to the desired outcome for the first 3 to 6 months. An outcome-based approach will ensure you achieve the desired impact where it matters most to your business.

2. Broad Features vs. Broad User Scope

The bigger and badder (read, comprehensive) digital technologies become - with all of their bells and whistles - the greater the temptation to expand your initial implementation to impossible proportions. It's best to set guide rails by testing either:

A broad spectrum of features across a narrow user base

A narrow spectrum of features across a wider user base

Both have their advantages. So which should you choose? Let's start by examining the differences between them.

Broad Feature Scope

This isn't a case of "everybody rocking all the features, right away". Instead, roll out as many features as you have resources to support, but carefully limit the number of users to create a control group. Successful implementation hinges on developing behavior change by building user adoption and engagement. Users have to be motivated to use the new tool, use it regularly and use it correctly. Once you've got your entire solution working smoothly, you can take your accelerated rollout blueprint and apply it to other user groups for maximum impact.

We help our partners to accomplish this with the World Class Workstation, an agile deployment blueprint that provides quick value for limited effort, centered on creating a single gold-standard workstation.

Connected Worker World Class Workstation

With this approach, we begin a plant's digital transformation by creating a gold-standard workstation that models internal and software best practices. It's a great way to experiment with the full breadth of the Connected Worker application's capabilities, broken down into a bite-sized chunk. By choosing a priority workstation, you can focus on daily management, and learning and development in a high-impact application, quickly validating multiple use cases and identifying areas of the highest value.

Broad User Scope

Broad user scope translates to "getting the most people onboard with a simple, shiny feature." It may be a feature fruit basket limited only to apples and oranges, but by choosing the features easiest to implement and adopt, you can harvest broader buy-in. Since the first success makes the next that much easier, the initial easy use case will create a better first impression when it comes time to roll out more difficult processes and features.

An example of a broader, high-level scope is when operators and engineers in Bosch Power Tools' Malaysian plant began using iPads and a Connected Worker app on the factory floor to troubleshoot and solve problems in real-time. By improving production and maintenance communication, the team upped their productivity by 8% in the first six months of piloting Poka.

There is one drawback worth noting. As with any technology, the broader the application across a factory, the more variables there are that could reduce the direct correlation between the solution and its impact. More things could be influencing your KPIs, making it harder to pin down the true root cause and effect: Was the operator having a stellar shift? Was the raw materials poorer grade? Or was the new equipment helping boost output?

Ensuring you don't have overlapping projects rolling out at the same time, and giving staff ample time to get used to new systems can help offset this challenge.

3. Single Site vs. Multi-Site Rollout

The road to digital transformation purgatory is paved with good intentions, and an infinite number of pilots, apparently. Another McKinsey survey found that companies were busy running digital manufacturing pilots, but only 30% had rolled out the solution company-wide.

So, what's the best and fastest way to roll out your new software solution? Let's weigh the pros and cons of a single-site vs. a multi-site rollout.

Site-By-Site Rollout

With a single-site rollout, the new platform is implemented at a single pilot facility. Constricted testing prevents experimenting with more than two to three use cases. In addition, the experience and priorities of the pilot site will be different than any other facility. This won't give you a broad enough spectrum of proven use cases to adequately stir the interest of other leaders. A multi-site approach is less risky for this reason and can kickstart your rollout with far more momentum and confidence.

Multi-Site Rollout

A multi-site rollout is our recommended path. In this instance, the pilot comprises four to six facilities, with further phased rollouts to groups of sites until enterprise adoption is reached.

	Number of Sites	Number of Use Cases	Time to Initial Value	Time to Global Rollout
Multi-Site Pilot Best Practice	4-6	8-12	4-8 months	12 months
Single-Site Pilot Approach	1	2-3	4-8 months	> 24 months

As demonstrated in the table above, the multi-site pilot ensures a sufficient number of use cases to prove the new business model and enough variety to address site-specific priorities during the enterprise rollout. Best of all, it can cut the company-wide rollout time in half.

Multi-Site Enterprise Rollout Methodology

Nestlé Purina's Multi-Site Rollout

Part of Nestlé, Purina is the second-largest pet brand in the world. Following an initial soft launch at four sites, they deployed a Connected Worker application across 23 factories in North America throughout 2020, averaging four factories a month.

Adilson Ferreira, Senior Manager of Training & Competency Development at Purina, attributed their smooth onboarding to corporate's strong support and having dedicated teams with clearly defined roles, including an Education and Training Network that acted as local project leaders, and a Digitial Manufacturing Team that managed training material and IT pre-requisites.

Rollout within each plant was divided into two phases

Learning phase

Defined one piece of equipment or one area, in line with World Class Workstation

Concentrated focus on Key Standard Routines

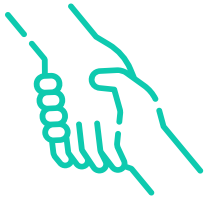
Implemented a 3-month factory success plan to gain scale

Building phase

Expanded Key Standard Routines

Introduced remaining software capabilities

Essential Success Factors for Multi-Site Onboarding



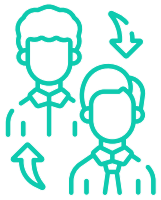
Employ top-down investment sponsorship and promote corporate support.

Apply new technology to areas where there's a cultural fit - an openness for change and innovation.

Ensure dedicated project resources.

Get users involved and thoroughly explain how the new platform will benefit them.

Provide post-implementation support to prevent user drop-off.



Develop corporate governance, outlining responsibility for how the tool will be grown and leveraged.

In addition to the basic recommendations for onboarding shown above, we have six best practices specific for multi-site implementation projects.

1. Establish a multi-site governance team to bring together the corporate owner, solution sponsor and site owners.

2. Create your standards early. Where possible, establish standards that all sites can apply in one go, early on in the process.

3. Standardize information sharing. Set corporate guidelines that are maintained by a central individual, which are then shared and updated at the site level.

4. Develop FAQs for common onboarding questions. The same questions are likely to arise time and again. Capture those core questions and concerns and integrate them into the training process for the next onboarding batch to speed up training.

5. Collect lessons learned from each site for future implementations. Follow a similar process as with FAQs to avoid repeating problems.

6. Create a RACI matrix outlining accountabilities for corporate vs sites. Standing for Responsible, Accountable, Consulted, or Informed, a RACI chart defines responsibilities at each level to provide clarity on roles and ensure tasks are completed as outlined in the implementation plan.

Conclusion

Tossing aside outdated onboarding methods, manufacturers are instead adopting an outcome-based, multi-site rollout, with a broad scope implementation focused on a single area or workstation to quickly realize value, and minimize effort. As Nestle and many other manufacturers have demonstrated, an on-time and on-budget software implementation is entirely possible when backed by adequate planning and support from their solutions provider.