

63% Faster!

Driving Innovation to Bottom-Line Results

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Fall Conference 2016

The Computer Education Management Association

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Agenda

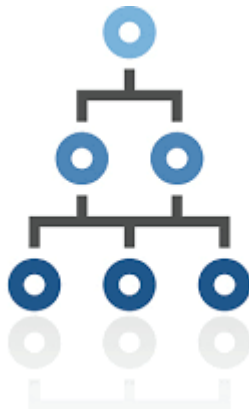
- The Problem
- The Solution
- The Impact
- Questions

The Problem

Background



- \$1 billion global enterprise software company
- Global leader in workforce management market
- Workforce Innovation that Works



- Managers (2)
- Curriculum Leads (3)
- IDs/Courseware Developers (7)
- Program Release Manager (1)
- Editor/QA Specialist (1)

**WORKFORCE
CENTRAL** 
NO BOUNDARIES

- Last major software release (June 2015)
- Multiple major product lines
- Quarterly Service/Feature Packs
- 35+ ILTs (1-5 days each)
- 100s of eLearning content pieces

Problem: Too Much Work, Too Few Resources

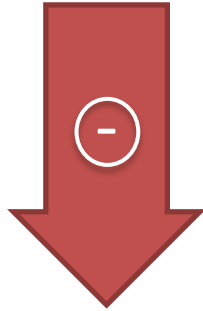
Extended Development Timelines

- Taking far too long to release updated versions of ILT courses to support major software release
- Dozens of multi-day courses for 7-10 separate products in the suite
- Led to delayed customer implementations, decreased course revenue, internal and external customer satisfaction issues

Inefficient Development Procedures

- Along with extended development timelines, put added stress on a small development team

Desired Outcomes



Markedly reduce
time to market
for our customer
courses



Increase
efficiency and
effectiveness of
our design and
development
approach



Grow reputation
of Kronos
Educational
Services as an
innovative, fast-
thinking, nimble
and adaptive
organization

The Solution

Changing Our Development Approach

Previous releases

Update Method	When to Use	Development Tasks
Full Rev	All courses	Update all course components

Full Rev
Release

v8 release

Update Method	When to Use	Development Tasks
Full Rev	High Revenue High Feature Impact	Update all course components
Rapid Rev	Med to High Revenue Low to Med Feature Impact	Update lab environment and exercises only Supplement with previously developed New Features content

Rapid Rev
Release

Full Rev
Release

People & Resources

Content Development team

- Primary driver of strategy; completed all content development work

Educational Services Management, Education Sales & User Adoption teams

- Buy-in on overall strategy

Field Trainers

- Buy-in and support on delivery method; review and approval of design/content; lab testing

Education Technology

- Build lab environments according to our rapid schedule

Course Materials

Repurposed New Features content

- Developed earlier in cycle
- Efficiently supplemented Rapid Revision content

Redesigned Task Guide

- More visual/graphic style for Managing-level courses
- Streamlined ('shredited') text
- Eliminated need for development-intensive, under-utilized PowerPoint deliverable

Single-sourced templates

- Single-sourced templates for Managing-level & User Adoption content
- Eliminated redundant, cumbersome development and maintenance efforts

Reduced repetitive screenshots

- Cut down on development and maintenance time

Lab Development & Testing

Pre-testing lab exercises

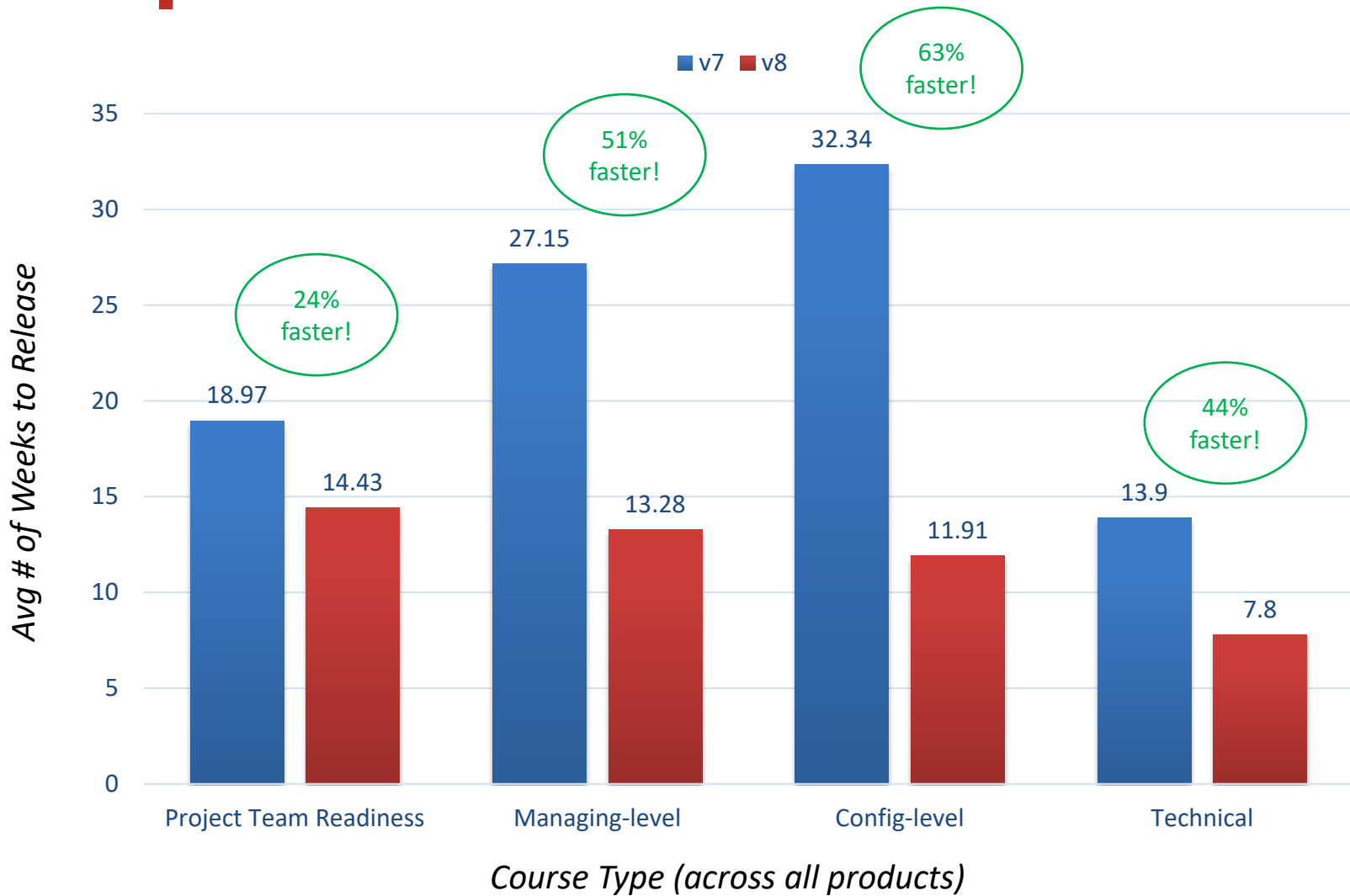
- Utilized intern to complete initial round of testing on updated lab environment
- Allowed IDs & developers to focus on other critical tasks

Configuration automation tools

- Utilized tools used by our implementation services staff
- Saved hours of manual configuration work


The Impact

Impact: Release Timelines



Impact: Material Satisfaction

Quarter	Material Satisfaction	
3Q2013	8.89	(v7 release)
4Q2013	8.97	
1Q2014	8.94	
2Q2014	8.93	
3Q2014	9.0	
4Q2014	8.96	
1Q2015	8.97	
2Q2015	8.94	
3Q2015	9.01	(v8 release)
4Q2015	9.01	
1Q2016	9.04	

A man in a dark suit and white shirt is standing in the center of a meeting room, smiling and gesturing with his hands. He is addressing a group of people seated around a table. The room has a whiteboard in the background and a large 'X' graphic overlaid on the image. The text is overlaid on the image in a white, italicized font.

This innovation made a huge difference to our ability to provide v8 training to the large volumes of unexpected early adopters in International. In previous releases, we were always being asked why it took so long to get the training out - not this time!

– International Training Manager

The team's work on rapid release has made an impact during the sales cycle. We have more to show our customers (early on after a product release) to help them instantly recognize the value they will be getting from Ed Services.

– Education Sales Consultant

We have always had one of the best education teams in the industry. Great job!

– Services Practice Director

Success: Added Benefit

- Customers implementing different versions of product can sit in same course
 - Instructor shows new version of product in lab environment and previous version in course manual
- Eliminated need to keep both versions of many courses on the schedule during transition period



Obstacle

- Main obstacle
 - Trying to implement approach on multiple courses at once without fully prototyping and working through details of the process
- Resolution
 - When we saw people struggling, turned focus to fine-tuning approach using one prototype course, then rolled refined process out for use with additional courses

Lessons Learned



1. Listen to your customers (both internal and external)!
2. Drive innovation from the top down and from the bottom up!
3. Promote your success!

QUESTIONS & DISCUSSION

Thank you.

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