

# Case Study: ESCO Corporation

## ESCO Corporation: Oracle Upgrade to 11.5

### At A Glance:

- Oracle Upgrade to 11.5
- 23 sites and over 800 end users
- Training Strategy including:
  - RWD uPerform®
- End-User Support Analysis
- Project Timeline:  
Initial Project — 12 months,  
Outsourced support — Ongoing

### Manufacturing the Perfect Training Solution

Due to its acquisition-based growth strategy, ESCO Corporation, a Portland, OR-based global manufacturer of engineered metal parts and components for industrial purposes, found itself with a variety of disparate enterprise resource planning technologies across its 23 sites. To rectify the problem, ESCO decided to upgrade its ERP system to Oracle 11.5.10 which, in the future, would unify the individual work sites and reduce the number of required technology customizations about 70 percent. But after the decision, a large problem loomed – the company needed to design

a training and support solution that maximized their new investment. ESCO selected RWD Technologies, LLC. to develop a training strategy that ensured the organization's readiness using a combination of products and services, including RWD uPerform® and an End User Support Analysis. The solution:

- Empowered ESCO to stay focused on its core business;
- Streamlined ERP operations across 23 sites;
- Reduced time and costs associated with technology customization; and
- Eliminated travel costs through the use of online training

### A Change in Production

For ESCO, a large technology deployment over the entire enterprise was a first-time experience. For previous upgrades, a team of 10 business analysts typically implemented new technology on a site-by-site basis, but the new 11.5.10 implementation was much larger than previous projects, meaning the implementation process would be time and labor intensive on both the business analyst team and the employees themselves.

An experienced workforce further complicated matters as they were used to previous implementations. “The average tenure here is over 20 years, a real testament to the quality of people we have and our industry knowledge” said Steve McCall, program manager for ESCO. “But naturally, we were engrained in business processes, processes that didn’t necessarily translate

to the new Oracle 11.5.10 system. We knew 11.5.10 would help unify our ERP system, but we needed a compelling way to help our team understand how the change benefited them.”

## Training Reboot

ESCO turned to the services of RWD Technologies and RWD uPerform, an award-winning comprehensive performance support solution that allows end users to create, store and manage application simulations and procedural documentation collaboratively.

“What we really liked about uPerform was its ability to capture knowledge that our core business analysts already had, and teach employees about the new system with a hands-on approach to learning,” said Steve McCall, program manager for ESCO. “The product truly helped us reduce the time to competency on the new Oracle system for our employees.”

## Developing a New Plan

Using uPerform as a foundation, RWD conducted an End-User Support Analysis and recommended a flexible, multi-level strategy designed to adapt to individual site demands. “This approach helped us mix and match support tools to best meet the needs of our employees,” said McCall. “Additionally, RWD worked with the project team to identify and utilize training reps at each site who communicated the benefits of 11.5.10 to our employees, with particular emphasis on how the system fit the unique aspects of each site. This helped ease the transition and ensure users were comfortable with the new processes that replaced the old ones. We began introducing the sites to the new system using uPerform simulations during the Conference Room Pilots (CRP). Users could review the new functionality at their own pace to prepare their questions and discussion for their remote participation in the CRP sessions.”

RWD also provided the following as part of the overall solution:

- Developed a generic “Trainer’s Toolkit” that site trainers customized for their site requirements;
- Provided strategy and coordination for User Acceptance Testing (UAT) at all sites;
- Staffed a six-person RWD team to provide onsite support for UAT at designated sites;
- Collected data and perform audits from all sites during UAT;
- Administered coordination for Train-the-Trainer sessions in Portland, OR;
- Provided classroom support for local end user training in Portland; and
- Conducted post go live assessment of next steps.

“With a dedicated resource focused on end user needs, our project team focused on the actual Oracle system changes and prepared our employees accordingly. Also, we saved time and reduced cost through the uPerform simulations which facilitated remote CRP sessions and eliminated the need for everyone to fly to Portland,” said McCall.

“With our unique circumstances, we needed a partner that would help our employees understand the benefits 11.5.10 provided to their job and left them prepared for the new system. In this regard, RWD and uPerform provided the ideal solution to meet those needs and, today, position the company to achieve the ROI from the 11.5.10 investment we are looking for.”