Knoa SOFTWARE

case study

# Kimberly-Clark

## Knoa EPM Drives User Performance Gains that are Nothing to Sneeze At

### *INDUSTRY*

Health & Hygiene

### *CLIENT*

Kimberly-Clark, a global, $16.7B source of personal care, consumer tissue, professional, and healthcare products.

### *CHALLENGE*

Optimize SAP user performance throughout the corporation.

### *SOLUTION*

Use Knoa's EPM™ – Experience and Performance Monitor – to monitor real end-user experience received and performance achieved by all users, in all locations, at all times.

### *Knoa EPM RESULTS*

- Revealed five transactions causing approximately 90% of user errors, transforming annual re-training from week-long review to one-hour focused class – saving nearly $395K per year.
- Identified SAP EBP users with the greatest challenges, enabling remediation that reduced their average response times from five minutes to 20 seconds!
- Focused IT on practical, high-impact improvements – e.g., clarifying confusing screens – netting productivity improvements valued at approximately $20K per month.
- Steered IT away from no-return projects such as upgrading unused functions and analyzing "slow" response times that were actually well within the global norm.

Kimberly-Clark Corporation is one of the world's premier health and hygiene organizations. Annually, nearly one in four people around the globe use one or more K-C products – Kleenex and Huggies, professional products such as Kimtech and Wypall, and surgical gowns, gloves, sterile wraps, and medical devices. But competition to serve the world's noses, baby bottoms, auto shops and ORs is intense and unrelenting, with well-known, branded products slugging out share points in every market.

To hold and hone its competitive edge, K-C is focusing great attention and resources on lean manufacturing, distribution efficiency, simplified and standardized processes and practices, integrated decision making, and integration with K-C business partners, leveraging SAP enterprise systems against all these initiatives.

### A massive, high-stakes effort

In K-C's North American SAP deployment, the corporation planned for success with intense preparation: training 16,000 executives, plant managers, line managers, supervisors, and line workers – encompassing dozens of locations and hundreds of job roles – to master 1,049 key procedures on brand-new SAP systems.

K-C and SAP spared no effort, developing training materials in consultation with 2,500 subject matter experts and shaping these into courses that ranged from eight to 140+ hours. K-C's learner-centric approach built on adult learning theory and SAP's concise, commonsensical five-phase process: Prepare Me, Tell Me, Show Me, Let Me, Help Me.

### How do you measure the maximum?

By go-live, all indications looked good. Everyone who needed training received it, and threw themselves into the learning. Through consistent use of real business processes in training, K-C ensured that each learner knew his or her job. Trainees performed well in simulations. But even after the best training attainable, a question loomed that cut to the heart of K-C's corporate culture.

For Kimberly-Clark, "Maximize the Contribution of Every Employee" is a core imperative and the driving quest behind SAP deployment. Yet unless go-live ushered in outright disaster or unlikely perfection – neither of which transpired – how could K-C know whether its new system was delivering on its full potential to maximize employee contributions?

How much more added productivity was K-C leaving on the table? Which users were falling short of full efficiency and effectiveness? When, where, how, and why did they lag? Most importantly, how could K-C best address these shortfalls?

Kimberly-Clark could not come to know all this – could not hope to know all this – with conventional methods and tools. And in a project of this magnitude and import, not knowing was not acceptable.

### Experience received. Performance achieved.

At an SAP Sapphire conference, K-C Team Leader Bonnie Hillsberg encountered a radically more powerful solution for assessing and improving enterprise application end-user performance: Knoa Software's Experience and Performance Manager (EPM).

Knoa's EPM monitors real end-user experience and captures end-to-end transaction response times, ecosystem and applications errors, and a time-synchronized workflow – from all users, at all locations, at all times. In short, EPM captures the end-users' experience received and performance achieved, the keys to achieving business value and ROI.

### K-C embraces deep knowledge

After discovering Knoa's EPM and seeing live demos at Sapphire, Hillsberg came back to K-C as an energized EPM advocate. EPM, she believed, was the missing element that could synergize with K-C's great pre-go-live preparation to create continual performance improvements – throughout the life of the system, and despite endless churn among users through new hires, promotions, attrition, and other organizational changes.

Interestingly, getting organizational buy-in throughout Kimberly-Clark did not require extensive proof of EPM's power, as this was clearly evident. "Rather, the key step was to assure Legal, HR, and stakeholders throughout the corporation that we planned to us EPM for good, not evil," Hillsberg says. "Our goals were to reveal and correct the impediments to optimal user performance and response times – not to micro-manage online behavior or single out users for praise or blame."

### Watching as no watches can

User and system response times are Key Performance Indicators (KPIs) too important to ignore, and too labor-intensive to pursue with stopwatches and pencils. So K-C employs EPM's robust capabilities to capture response times in their full context, flag responses that exceed threshold levels, and monitor performance changes over time.

By defining response-time benchmarks and then monitoring actual behavior with Knoa's EPM, K-C is able synchronize its performance goals across organizational and functional lines, and to distinguish between localized anomalies and widespread issues.

### What you understand, you can improve

Since deploying EPM, K-C has achieved performance improvements that validate Bonnie Hillsberg's post-Sapphire excitement. "For Kimberly-Clark," Hillsberg says, "using EPM makes the difference between having a vague sense that there's room for improvement, and knowing exactly what is and isn't working. EPM shows us the 'who, what, when, where, why, and how' we need to know to optimize user performance – and reap the rewards."

Such knowledge not only paves the way to improvements, but also helps K-C pursue them with greater focus and efficiency. For example, stopwatch-based response-time studies produced averaged figures from a tiny sampling, yielding little actionable insight. In contrast, EPM metrics revealed huge response time variations across a much broader population. By using these metrics to pinpoint "difficult transactions" among K-C's SAP EBP users, K-C has been able to drop these response times from five minutes to 20 seconds.

Another EPM nugget was the revelation that just five transactions were accounting for approximately 90% of all user errors. Discovering this enabled K-C to transform its annual user refresher course from a week-long classroom program to a one-hour e-learning module. This one change alone helped generate annual, recurring savings of nearly $395,000!

### Don't just do something

Sometimes doing nothing is the wisest and most cost-saving course. But to do nothing with confidence and conviction, you have to know when nothing is needed. Enter Knoa EPM.

Not long ago, one K-C mill began complaining that its system response times were slower than other mills – if true, an issue for both productivity and morale. In reality, comparing Knoa EPM response time metrics across the various mills demonstrated that this mill's response times were right in line with other facilities. As a result, K-C avoided spending unnecessary time and funds on root cause analysis of a non-issue.

In a similar vein, Knoa EPM metrics helps K-C focus its resources where they make the most difference. Out of six SAP transactions exceeding the warning threshold for system errors, Knoa EPM showed that only two of these transactions involved a significant number of daily users, so these got the immediate attention they deserved. Without EPM, complaints from a few users of the less-important transactions might have misappropriated this effort.

Likewise, Knoa EPM revealed that several custom transactions in the system were consistently receiving little or no use. By disabling these transactions in a timely way, K-C avoided the need – and costs – to test them for upgrade compatibility.

### Civilizing a last frontier

Gene Bernier, Information Technology Solutions Director of Kimberly-Clark joins Bonnie Hillsberg and others throughout K-C who recognize the value of Knoa EPM. "By this point in our evolution of enterprise systems," Bernier says, "we have a number of tools that give us good visibility into the back end of our systems, and support the optimization of hardware and software. But all this only delivers business value when those tools enable the people who operate the business processes to perform their jobs efficiently. The alignment of enterprise systems and user requirements has been like a last frontier. To civilize it, we need greater insight into what users see, do, and how the system responds to user requests. By giving us this understanding, Knoa EPM is truly helping us deliver more robust capability to better serve the business."

> "Using Knoa makes the difference between having a vague sense that there's room for improvement, and knowing exactly what is and isn't working."

Knoa® SOFTWARE

5 Union Square West
New York, NY 10003

212-807-9608

www.knoa.com