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eBook

THE MOST IMPORTANT PRACTICES TO ENSURE SAP CLOUD ADOPTION SUCCESS

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Introduction

SAP is one of the world's leading names in end-to-end enterprise solutions. But that doesn't imply a complete lack of challenges for this tech behemoth.

Over the years SAP has lagged behind its competitors namely Oracle, Microsoft and even smaller innovators like Salesforce when it comes to offering cloud-based or Software as a Service (SaaS) products and penetrating the rapidly growing market looking to migrate from legacy systems.

This has resulted in a sort of 'entrenchment' when it comes to user mind-set. SAP customers all over the world are comfortable with desktop bound SAP enterprise solutions and there is considerable resistance when it comes to migrating to cloud alternatives. SAP has only recently intensified its efforts to evangelize cloud-based operations and its loyal users are grappling from a lack of know-how and awareness about the benefits of cloud hosted software solutions.

THE INTENTION OF THIS EBOOK:
This asset is a high level break-down of the challenges faced, best practices leveraged and tools used by SAP system administrators, project change managers and SAP in-house trainers in preparing a small, medium or large business to successfully embrace a shift to the cloud.

Presently SAP AG offers a suite of cloud-based Software as a Service and Platform as a Service innovations. The whitepaper will take an all-encompassing look at the common struggles and breakthroughs of different companies as they navigate the process of SAP onboarding, migration and the eventual adoption for cloudbased offerings.

With this knowledge businesses should be able to fully capitalize the agility and scaling benefits that come with cloud-based solutions while being supported by the safety net of SAPs impeccable data protection, backup and processing power.

SAP AG has 183,000 customers in 130 plus countries. And most of these enterprises (small and large) have been SAP users for decades. This indicates a significant number of customers who are potentially in the 'dark' about the SaaS phenomenon and the value it can deliver. ERP- Training

SAP IN THE CLOUD

LET'S START WITH A LOOK AT SOME OF SAP'S CORE CLOUD OFFERINGS:

• SAP B1 Cloud

The SAP B1 cloud is an extension of the hugely popular SAP Business One package. It provides small to medium sized enterprises access to Financials, Sales, Service, Inventory, Purchasing, Basic Manufacturing, CRM, Reporting and Microsoft Office Integration at a relatively easy to afford price point. It takes into consideration the fact that the rising use of mobile devices and the inability to share data with clients on the go can bog down the progress of companies on their way up.

It fits in as a convenient counterpart of the desktop bound B1 and can be quickly called up using an HTML5 compliant browser and an internet connection.

The bottom-line is B1 in the cloud is not really a standalone application. It brings the customizations and the preferred settings of the on premise deployed SAP solution to the cloud.

• SAP ByDesign

In comparison to B1 in the cloud, ByDesign is meant to be leveraged as the primary endto-end business application within an enterprise.

It is completely hosted in the cloud and is a good choice for rapidly expanding companies in competitive sectors like service and utilities. Customers can choose from the available modules including Financials, CRM, HCM, SCM, Project Management, SRM, Compliance Management and Executive Management and pay on a 'as needed' basis.

• SAP HANA

HANA as a platform is all set to revolutionize the way SAP users analyse their data and handle it for complicated queries. With business processes demanding 'real time' insights, HANA is ready to replace Microsoft as the preferred relational database. It also allows users to run the entire Business Warehouse application and is the perfect stage to develop custom applications according to changing demands.

Complementing the core ERP products, a host of acquired and in-house SAP solutions work to revolutionize the way HR, travel and expenses and e-procurement are handled. All the platforms leverage the cloud and work to strengthen the SAP footprint in the SaaS market.

• SuccessFactors

An acquisition that came at a hefty 3.4 billion dollars, SuccessFactors is now part of the SAP Cloud Business Unit. It focuses on the complete streamlining of Human Resources including optimizing the employee

life-cycle and ensuring intra and inter department collaboration and understanding. With strategy alignment as the promised pay-off, SuccessFactors is said to work seamlessly with the on premise SAP products for a 360 degree approach to resource management.

• Ariba
Another cloud-based acquisition to expand the SAP product range, Ariba takes a close look at the procurement and vendor strategy of an enterprise allowing procurement teams to stay on top of demands, changing costs and sudden fluctuations to deliver year on year cost savings. Ariba stands for increased visibility where spending is concerned and quick analysis of procurement patterns to stay well armed against supply disruptions.

• Concur
For enterprises that rely heavily on traveling to facilitate business, travel and expense management (T&E) is non-negotiable. SAP hits the
1.2 trillion dollar corporate travel spectrum with the very recent addition of Concur to its chain. Concur creates a custom traveling ecosystem for companies linking together restaurants, hotels, car rentals and other essentials that suit the unique needs and fit the budget of an enterprise.

• Fiori
Not exactly a product with limited business impact functionality, Fiori is especially useful for businesses that leverage multiple SAP core products simultaneously. Fiori organizes oft-used applications and presents these according to the role of the individual within the enterprise. Powered by HANA, Fiori is the ultimate user experience optimizer and with its responsive capabilities can help take SAP to the next level for savvy users. In fact, Fiori may be the only cloud-based SAP application that administrators may not need to evangelize to encourage adoption.

For the time being, these are the cloud-based SAP offerings companies can consider. Administrators and change managers must orient their businesses and the software users (the employees) according to the mandates of these products and come up with an actionable roadmap to guide the journey to SAP cloud adoption success. Yet migration and adoption are not without challenges to overcome.

The SAP B1 Cloud is more of an add-on. SAP ByDesign termed the 'Big SAP' of the future is the true blue cloud hosted software as a service solution designed for SMEs with annual revenue between $100 million and $700 million.

THE 7 DOMINANT CHALLENGES THAT MAKE SAP MIGRATION AND ADOPTION DIFFICULT

No clear cloud strategy – As SAP experts already know, the business solutions giant has taken its own sweet time in turning its eyes to the cloud market. As a result there have been several product recalls, delays and specification changes for its cloud offerings. Even more so in the case of ByDesign. This has left customers looking to migrate to the cloud in a quandary. SAP is a high price option and it has a large number of functionalities and modules. It is traditionally chosen by well-established ventures or those on their way up. Because of its superior performance and its reputation as the industry leader in enterprise solutions, users:

• Tend to be companies that have stuck with SAP for possibly decades and because of its late entry into the software as a service of cloud hosting domain are completely at a loss about the advantages and benefits of the model.

• Tend to be confused about the kind of cloud-based system they should run. A SAP ERP requires a database and lots of processing power. It is not as simple as purchasing a bunch of user licenses and getting started right away. A business must have a cloud solution

that is a perfect fit for its present needs with an eye to the future.

A good example of lack of clear direction is embodied by the integration of SuccessFactors with the core on premise HCM platform. The 'Talent Hybrid Cloud' as it is referred to leaves businesses in a quandary regarding when to actually use SuccessFactors (and when to stick with traditional SAP), where to store the data and how to create a set of standardized operations around an in cloud-on premise software model.

SAP company administrators and Customer Success Managers (CSMs) of the SAP vendors suffer from lack of clarity. They need to first educate users and then figure out the mix of add-ons and components which can deliver operational success after the move to the cloud without costing hundreds of thousands of dollars. This challenge looms as the first road-block to cloud adoption making the process seem unnecessary and cumbersome.

• Lack of workflow automation – From a very practical consideration based stand-point, SAP ByDesign and lacks a truly powerful workflow automation engine. For medium to large enterprises, workflow automation (or event based triggering of a sequence of actions) is the core advantage of an ERP or an operation system. Without workflow automation the back and forth involved with decentralized systems is not totally eliminated. This is a major challenge facing SAP users

At the SAP TechEd, Michael Ryan defined having a clear cloud strategy as the number one best practice that can help SAP users reap the rewards of an in cloud ecosystem. Ryan is IBMs customer cloud migration journey specialist. (ASUGtv)

A survey by the SAP Users' Group found that over 40 percent of regular SAP customers flat out denied considering HANA as a part of their future plan. 5% were unsure. Respondents cited high cost and no roadmap to follow as main reasons.

looking to migrate to the cloud. The problem doesn't persist in B1 Cloud because of it being an extension of a desktop bound application for less aggressively expanding companies. Even though 3rd party application integration can mitigate the drawback considerably, it also interferes with the seamless SAP experience customers are used it. It is the responsibility of vendor CSMs to present the various advantages of migrating to the cloud in a strongly positive light to offset the flipside.

• Incompatibility with on premise add-ons – SAP add-ons go a long way in improving the productivity and extending the functionality of the core product(s). For example the RealTech created 'Change Pilot' application helps provide easy software support for SAP change management. Most of these 3rd party add-ons are not compatible in the SAP cloud ecosystem. Thus SAP administrators are faced with

reviewing the applications that do work and selecting from scratch products to replace components that have served them well for long and possibly have whole workflows standardized around them.

• Skill-set issues and lack of perceived business value - SAP HANA is being touted as the 'Porsche' of RDBs and one of the first truly large scale Platform as a Service offerings by an established business solutions provider. However despite the large processing power, the ability to scale applications and an open marketplace that can allow enterprises to freely choose from hundreds of unique apps, companies are still wary of investing in HANA. The lack of familiarity with the PaaS concept and the large upfront cost of the offering are standing as detriments in the path of unequivocal adoption. HANA warrants discussion because even though it isn't an ERP solution in itself, it is definitely a complement that can allow the core modules of an ERP access more real time trends, insights and handle vast volumes of data. Both SAP CSMs and administrators must acquaint themselves with this new platform and show users conclusive proof that HANA can Accounting Technology has identified re-seller and partner attrition as a major hurdle in front of the SAP cloud products. Lack of up to par service level agreements and more market savvy competitors may be the main reasons. indeed boost productivity and performance. The same issue exists with Ariba. According to the Ariba Change Management Plan, employees do not see any point in transitioning to the e-invoice ecosystem considering it an unnecessary

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complication.

• Dearth of certified trainers and consultants – Because of SAPs late foray into the cloud market and the iterations of its cloud-based products, there are very few SAP certified trainers and consultants available. This means procuring training for users to optimally leverage the cloud ecosystem is a costly proposition. This may sometimes compound the wariness of users looking to migrate to the cloud.

• Employee resistance and poor retention - Even though employee resistance may be an issue with the deployment of any SaaS platform, it is pronounced in case of SAP because of the extensive functionality of its business solutions. A typical SAP deployment offers everything from ERP to reporting to product lifecycle management and other industry specific features.
Thus migration to the cloud means employees must completely shift to a new interface that they must use in almost all of their daily office activities. Such a broad spectrum change is overwhelming. And even if training is provided, retention becomes poor. SAP administrators

must co-ordinate with trainers, change managers and even vendor CSMs to figure out a phase wise roll-out to test usability and expose employees to the SAP cloud ecosystem gradually.

• Poor service level agreements and finesse – Even though SAP cloud offerings (like ByDesign) with their competitive pricing models allow users to choose the features they like to implement, in comparison to the rest of the cloud-based industry, the service level agreements leave a lot to be desired. This can again be attributed to the lack of a clear strategy going forward. Since mandates, clauses and provisions keep changing, agreements tend to be vague and user unfriendly. For CIOs looking to pitch a cloud-based SAP application to the higher management this is a major drawback and can result in the decision to stick with a legacy platform.

SAP may have joined the bandwagon late but it is worth attention. Within the next few years it will not only catch up but continue to bring the innovativeness it is famous for to the cloud-based market. CSMs must convey this to SAP clients and enterprise SAP administrators must prepare the management to embrace the imminent change.

A higher customer satisfaction with banking relationships and receptivity to the user of new media tools, including widgets and chats, were observed to boost the online banking experience. - comScore Online Banking Report 92008)

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10 MOST IMPORTANT PRACTICES TO ENSURE SAP CLOUD MIGRATION AND ADOPTION SUCCESS

• **Have a clear cloud strategy** - As already discussed, a comprehensive strategy is instrumental to the success of migrating to the cloud. This holds especially true for businesses that are looking to move to the SaaS model for a core enterprise product like an ERP system. According to Michael Ryan of IBM, most companies make the mistake of assuming that a cloud presence and virtualization can only help reduce the total cost of ownership (TCO). This factor as a motivation is flawed because it leads to a rushed and sometime ill-researched venture into the SaaS ecosystem. According to the world class team of SAP consultants, it is essential to create a 'transformation road map'. This includes landscape analysis, defining architectural specifications and undertaking test migrations for a phased roll-out. Cloud-based applications are capable of contributing tremendous value to an enterprise and it is very necessary to map out the why, the how and the what of a migration to ensure the right product is selected and deployed to benefit the business.

From the perspective of a real company: The perfect example of a clear cloud strategy in recent times has been the Aareal Bank. It required a very robust computation platform capable of analysing massive volumes of big data. Since Aareal was already running SAP, it made the conscious decision of shifting its query base to the cloud-based powerful HANA platform. The implementation time was relatively short and the bank ended up enjoying a 70% rise in query performance. Aareal went into the cloud with confidence knowing it had made the decision to upgrade the part of its operational system that was bringing the whole system down. This case study doesn't involve an impressive direct ROI. However the intangible return is significant and over time will translate into much more than a reduced cost of ownership.

• **Use a centralized monitoring system** - This is an issue with most large enterprises in business today. But with hybrid systems where some components run on premise while rest operate from the cloud, executing a single activity can sometimes take weeks and the problem is exacerbated. The best practice under the circumstances is to have a 10,000 foot view of various SAP applications and leverage the ability to manage systems and servers, all from a centralized dashboard. The SAP NetWeaver Landscape Virtualization Management software does just that. It comes highly recommended by SAP administrators and trainers. With this application IT teams can clone existing systems, create new ones and manage server provisioning with a few clicks. The NetWeaver Landscape keeps track of the integrations and connections including the data from several databases to simplify a shift to the cloud.

From the perspective of a real company: Leopold Kostal GmbH & Co. KG (KOSTAL) swears by the NetWeaver Landscape Virtualization Management software. It runs 30 independent SAP products and applications in physical

For ByDesign alone SAP supports 70 integration scenarios encompassing open APIs and packaged integrations.

as well as virtual operating systems. With the advantage of a centralized dashboard and monitoring system, its previously complicated landscape is now optimized for speed and affordability

• **Identify middle** - ware and ancillary systems well ahead of time – In the scramble to migrate online, most businesses do not pay enough attention to the ancillary (or reliant) systems that are fed data from the core platform on the brink of moving to the cloud or the 3rd party applications which may be needed to ensure optimal performance and the best ROI – both tangible and intangible. This can result in ineffective cloud usage and a botched migration despite the chosen product being a perfect fit for the enterprise. Such oversights also lead to down-time and unnecessary pressure on the implementation team to 'hurry things up'.

From the perspective of a real company: The Lufthansa AG flies 80 million customers around every year and has gradually acquired many new divisions. Some of these operate from the cloud while others make do with legacy systems. A major challenge of this set up is data standardization. However Lufthansa being a long time SAP user has a

workflow in place to tackle anomalies. For every new acquisition, it uses the SAP NetWeaver technology platform capable of incorporating a host of 3rd party applications to select the required middleware. These plugins run to deliver a seamless front end experience to Lufthansa users and employees irrespective of country, division and IT infrastructure.

• Migrate high quality data to the new cloud system - As an off-shoot of having a clear cloud strategy, integrity of data and compliance with enterprise standards are important concerns plaguing every business. Data migration is a science in itself and there are experts whose sole job is to ensure it happens effectively. Decision First Technologies (DFT) is one such company. According to them, data quality is instrumental in facilitating a first grade transition to the cloud. Data profiling must be carried out beforehand. This gives teams an idea of what they are working with. Redundancies should be removed and the data prepped for migration to the target system. If multiple databases are to be merged on the cloud platform, the data heads and sub-heads need to be reconciled with the structure and set up of the new system.

From the perspective of a real company: HP and Sybase have both individually worked with Decision First Technologies to migrate high quality, prepped data to cloud as well as on premise systems and enjoyed successful transitions.

• Ensure everybody knows what to do - On the journey to SAP cloud adoption; there may be confusion around who does what. This is because SAP loyal users are not as well versed with the concept of SaaS as the patrons of other enterprise solution providers. Even though a cloud migration is nowhere near as tedious as a full scale on premise deployment; the RACI accountability model still needs to be closely followed. SAP Services portfolio consultants encourage companies to work in collaboration with the vendor in charge of deployment. SAP administrators need to oversee the operation ensuring proper attention to data compliance, service level agreements with the vendors and the new hardware-software infrastructure that must be put in place. Reporting to the right people, holding the right individuals accountable and consulting/informing those in command is the recipe for cloud migration success.

From the perspective of a real company: Umicore worked with SAP Services to deploy SuccessFactors and manage aggressive expansion and growth in markets outside Europe. Since SuccessFactors as a product is all about streamlining the HR department(s) and managing talent, proper segregation of duties was important to prevent miscommunication and breakdowns.

• Test drive the new ecosystem - SAP Services allows users to test drive pre-configured applications safely in the cloud before rolling it out to the business. Even though SAP cloud products when used with Fiori provide a relatively simple navigation and preferred settings dashboards, it may still

feel overwhelming to new users, especially those who have never worked in the cloud before. Test driving the SaaS ecosystem is a fantastic idea. This way testers can explore the platform thoroughly; experimenting with even the 'hard to use' features without breaking any workflows or compromising data. These testers then become 'in-house' experts helping the rest of the workforce better manage the transition and assisting the SAP trainers in the process.

From the perspective of a real company: McLaren underwent a major transformation when it opted for a combination of SAP HANA® Enterprise Cloud and SAP® Business Suite (powered by the processing side of HANA). It was a complex migration and the new landscape would run a hybrid system. However it managed to deliver business intelligence solutions across the spectrum of its divisions and departments simply by affecting a phased roll-out and by frequently test driving the new ecosystem(s).

• **Encourage employee adoption** - SAP products can only deliver 100% results if they are optimally used by all the employees. Since transitioning to the cloud makes a legacy system redundant and unavailable, those who are not comfortable with the new set-up either revert to cobbled together personal solutions or start under-performing. Under such circumstances SAP administrators and change managers must:

• Arrange for training sessions conducted by certified consultants who know their way around the cloud.

• Use a tool that can create custom walk-throughs and demos intuitively guiding employees to the right features and functions. WalkMe is one such tool.

From the perspective of a real company: SkullCandy is a company that is a fantastic example of enterprise wide SAP Business ByDesign adoption. This small and closely knit company was initially labour intensive but now it is process driven and has experienced about 300% growth over the last four years.

• **Manage access and permissions** - SAP cloud products take good care of enterprise data ensuring there are no hacks, attacks or sniffing attempts. However enterprises need to shoulder the responsibility of eliminating internal breaches and compromises. When a business moves to the cloud, the best way to maintain the integrity of information and to reduce application clutter is to grant employees access and permissions to use only what they need. Fiori, SAP's UX application is a responsive tool that helps greatly in this regard.

From the perspective of a real company: Nestle leverages a host of cloud applications and it is in the process of re-inventing the way its employees interact with their back-end through Fiori app organization and user persona based screens and access. This project will extend to the buyers' side as well.

• **Ensure disaster recovery** - Disaster recovery takes on new meaning where SAP applications are concerned. An enterprise leveraging In Cloud B1 will be hard put to operate if it loses its data and its workflow standardizations. This is because the SAP suite is responsible for running literally every aspect of the business. SAP experts recommend stringent recovery measures and the implementation of high availability and disaster recovery (HADR) solutions like the VMware Site Recovery Manager on IBM Storwize V7000 storage system. Otherwise a perfectly robust cloud application may be regarded as ineffective or even detrimental if extenuating circumstances lead to loss of system settings and information. This is particularly relevant for workflow intensive processes since SAP cloud doesn't really shine where workflow automation is concerned and customizations may be the norm.

From the perspective of a real company: Renowned companies including Cisco and Intel have participated in the SAP Co-Innovation lab held in Tokyo where test runs showed how data can be robustly backed up and recovered for SAP systems. Both phases of the Innovation lab were deemed successful.

• **Stress on innovation** - Last but not the least, no SAP cloud migration is complete without constant innovation. Thanks to the SAP HANA cloud Enterprise the move to the cloud is the first step of a competitive strategy. The next is to use HANA to create customized applications that serve the unique needs of an enterprise. Capable of being hired as a

development platform, the speed, agility and power that HANA delivers is said to be unparalleled. Enterprises can choose SAP certified 3rd party application developers and come up with solutions that are tested and tweaked at a fraction of the cost of traditional development alternatives. SAP has plans of pushing HANA as a core strategy for every enterprise that is planning to move all its operations to the cloud.

From the perspective of a real company: Even though the concept of PaaS is relatively new, Groupe Danone already develops user-friendly applications on the HANA cloud platform. The Timken Company has customized Accenture's Audit and Compliance tool for SuccessFactors, with the help of HANA and now makes talent decisions based on real time data.
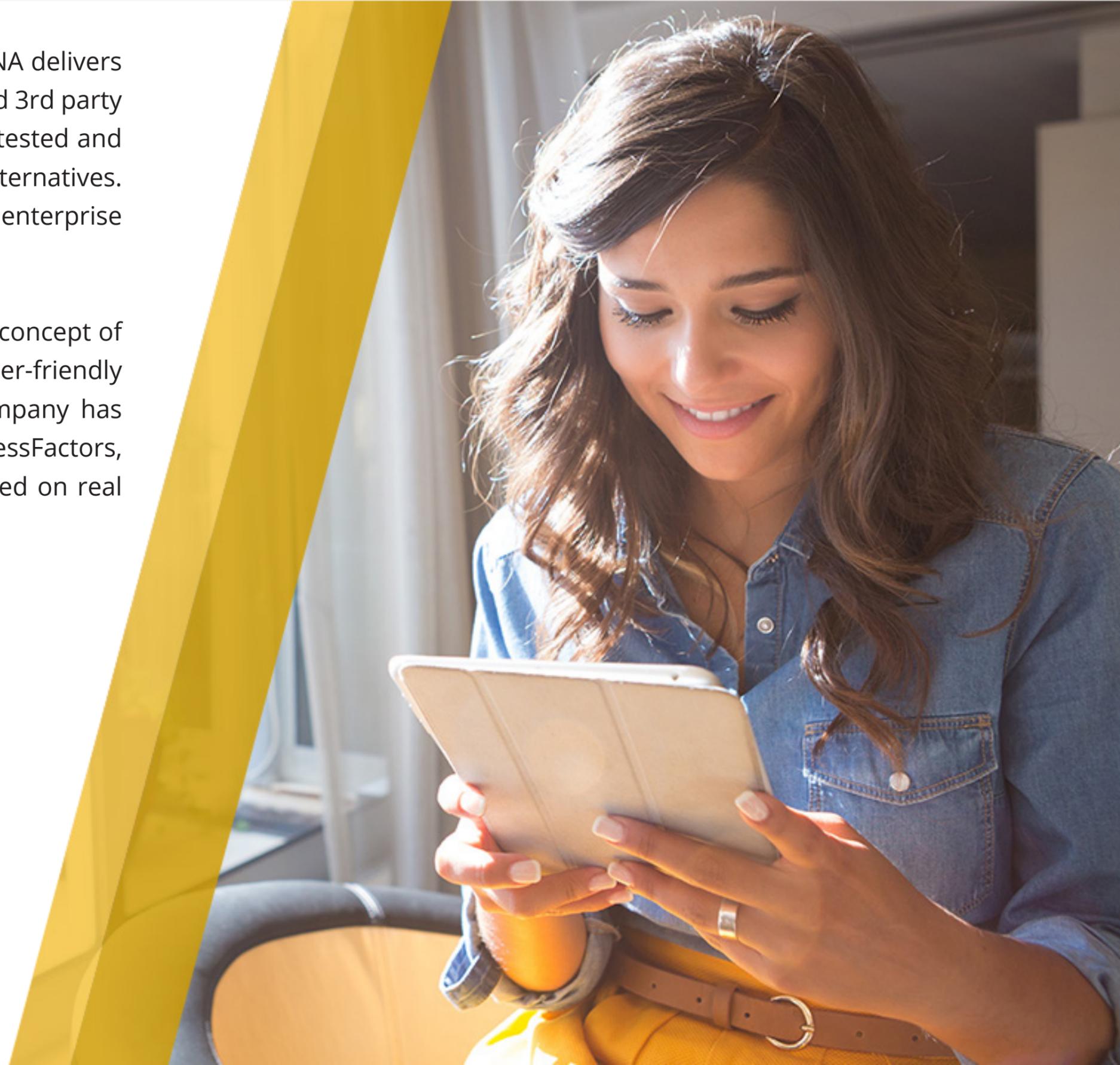
5 INDUSTRY PROVEN TOOLS TO MAKE SAP ADOPTION SMOOTH AS SILK

Because of the sheer variety of the number of SAP products and the spectrum of the industries they service many 3rd party tools have been created to assist in SAP on-boarding and now cloud migration. It is however up to SAP administrators and the management to use these tools to optimize employee on boarding and cloud adoption.

• **WalkMe** – WalkMe is the future of hassle free SAP cloud adoption. It is a handy tool that has already achieved fantastic results with sophisticated SaaS models like Salesforce and is all set to bring the same degree of ease and migration success to SAP cloud applications. WalkMe with its collection of thoughtfully vetted features allows administrators and trainers to quickly create custom demos addressing oft asked questions or demonstrating the effective use of important features through tool-tips. Employees can service themselves with these resources and drive their own SAP adoption progress without sending guidance requests to the consultants or administrators. WalkMe thus results in shorter learning curves, reduced training time and improved efficiency. It even embraces the collaborative aspect of learning by allowing trainers to mail WalkThru permalinks to employees.

• **SAP Jam** – Complete enterprise wide adoption is possible only when employees interact with each other, solve problems, pose questions and in short collaborate to bring the vision of a cloud-based back end to fruition. SAP itself is aware of this mandate and thus it has created the Employee Interaction Central for the cloud better known as SAP Jam. The Jam is especially popular amongst ByDesign users. It connects resources and information to drive better results. With Jam:
- Employees experience safe social engagement
- Can quickly locate subject matter experts (trainers) available and question them to resolve issues
- Strategize with peers and communicate with vendors

• **HANA** – The SAP High Performance Analytic Application (HANA) is poised to rapidly accelerate cloud adoption. HANA not only provides a RDB and processing power to enterprises looking to crunch vast volumes of data, it is also an application development platform. With its robust data safety provision, it can offer large companies a way to integrate solutions in the cloud and take decisions based on real time insights and patterns.
Both SAP and IBM are very optimistic that with HANA's rising popularity, SAP cloud adoption will improve and long-time users who have been wary of migrating will come around to experience the promise of speed, efficiency, agility and market edge.

• **Kissmetrics** – An unconventional choice for SAP adoption, Kissmetric is a user analytics tools. Many enterprises have found it to be extremely handy during phased SAP migrations. As a best practice most businesses test drive

cloud ecosystems configured to the desired settings with a number of volunteers. The Kissmetric tool code embedded on SAP application screens allows experts guiding the simulation to get a very good idea of how the employees interact with the ecosystem and thus put these insights to good use once the actual transition starts.

• **SAP Services Portfolio** – A sophisticated portfolio of services offered by a community of SAP experts and certified consultants, the very real need of boosting cloud adoption has given birth to this offering. Enterprises seek out consultants, 3rd party applications, deployment support, cloud best practices and even SAP success stories through this division. And it has made SAP more attuned to the changing cloud computation and service landscape.

CONCLUSION

SAP is gearing to catch up with the SaaS market leaders and given its spree of acquisitions and innovations, it is not hard to imagine this German juggernaut crushing competition all around. Most importantly the cloud industry is rapidly expanding. The Future of Cloud Computing survey showed that in 2014, 74% of all global companies ended up leveraging the SaaS model in some way or the other. Thus it is prudent if SAP administrators and enterprise change managers do not keep dismissing the cloud phenomenon as a 'trend' and instead concentrate on boosting SAP cloud adoption all across the operational board for reduced recurring costs, lower TCO, improved efficiency and a plethora of cutting edge features.

ABOUT WALKME

WalkMe provides a cloud-based platform designed to help SAP managers to guide and engage employees through any online experience. WalkMe simplifies usage of any cloud-based SAP application, in providing direct step-by-step guidance at the moment of need, so that users can work efficiently and successfully. WalkMe removes the barriers of entry from other systems, and increases user productivity while lowering helpdesk requests, and reducing onboarding and training time and costs. WalkMe is able to transform Any SAP implementation process into a smooth and burden-free experience. It helps to streamline SAP software changes and updates in a way that is smooth and easy, without the need for new training, user mistakes or more support requests. Through a series of interactive tip balloons overlaid on the screen, tasks are broken down into short, step-by-step guided instructions, which help users act, react and progress during their software usage. As a result, both during the initial training orientation process and beyond, managers can empower their users so they no longer need to focus on the technical aspects of operating the software, freeing them to become more productive and avoid errors through even the most complex processes.