



WOOLWORTHS - CASE STUDY

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CASE STUDY

Woolworths – Proactive Maintenance Project

Woolworths is an Australian chain of supermarkets and grocery stores owned by Woolworths Group. Founded in 1924, Woolworths along with Coles forms a near-duopoly of Australian supermarkets, accounting for about 80% of the Australian market.

Woolworths specialises in groceries (vegetables, fruit, meat, packaged foods, etc.), but also sells magazines, DVDs, health and beauty products, household products, pet and baby supplies, and stationery. As of August 2019, there were 981 Woolworths supermarkets and 43 Woolworths Metro convenience stores as well as hosting Woolworths Online.

Project Overview

The Proactive Maintenance Project is a large scale asset management & IT implementation, delivering a new Enterprise Asset Management (Maximo) application to replace the current aging instance of Maximo. Dual systems are used while the new application is in agile development and many stakeholders have required training on the current instance prior to training on the new application.

Cubic was engaged to provide learning consulting services to:

- **Design, develop and deliver training** for the current instance of Maximo and the new application including documentation, introductory videos, eLearning and face-to-face training to a large number of stakeholders (store teams, technicians, facilities management and support office teams)

Cubic Involvement

Cubic provided the following services to Woolworths:

- Designed and delivered training for distribution centre and support centre users on the existing system as BAU
- Designed and delivered training for Smart Stores which pilots new initiatives
- Designed and delivered training for a mobile application used by field technicians
- Supported the transition of the scheduling function to a support centre of 15 people. Users were trained to schedule, approve and relog work orders.

Cubic Resources

- **Training Manager** – Training management services to design and deliver training solutions to upskill end users on the current instance of the application prior to the implementation of the new system. Design and delivery of training on the new instance of the application.

Deliverables

Cubic team developed and implemented the following key deliverables:

- Training Needs Analysis including a gap analysis
- Training Artefact Plan outlining total number of videos, modules, face-to-face artefacts
- In depth course catalogue
- Training documents created in agile environment ensuring training is up to date and aligns with the sprint schedule
- Design of learning materials using Captivate, Google Slides, Google Sheets and Google Docs
- Delivery face-to-face sessions to a range of stakeholders and customizing materials for each session. Identified different channels to engage with the different audiences
- Developed and maintained a feedback loop with end users for continuous improvement.

Outcomes

Cubic designed and delivered a structured and coordinated program of work that achieved the following outcomes:

- End users received a quality learning experience and are now proficient in current instance and prepared for the new instance
- With regular engagement through training, the project receives real-time feedback that what they are developing/delivering is being well received
- From a business perspective, productivity is not being affected. Confidence that with the amount of change going on, little amount of impact because processes are now smoother and better understood.

Learnings

The following learnings were shared with key business stakeholders:

- Ensuring users are confident and comfortable on current instance of Maximo, will require less training for new instance of Maximo
- One approach doesn't suit all. Creative approaches required to find efficient ways to interact with stakeholders. E.g. Field-based technicians without access to laptops.
- In the absence of a Learning Management System, we have used Google Drive. Making sure people know where to access materials through regular communications, and making the material available where they access regularly
- Fail fast and recover quickly is true in this scenario. The pilot on the Smart Stores enabled us to take learnings into next phase. Piloting was advantageous.