



An EPPIC Methodology/ Processes Case Study

Work done at SWI – Svenson & Wallace Inc. in 1986

Client Situation: In 1986, AT&T Network Systems (now Lucent-Alcatel) leadership determined that their 800 product planners/managers were in need of development due to the competitive pressures management foresaw coming as a result of deregulation and the then recent split-up of the Bell System. Each product manager managed a diverse portfolio of more than 500,000 products. They were organized into five separate business units with unique and common characteristics and needs. The job itself was configured differently within each sub-business unit depending on the product's life-cycle position and the age of the technologies being used. Each business unit had varied policies and procedures/practices. These product planners themselves had very diverse educational and work experiences in their backgrounds. Some had little or no business and financial knowledge.

Our Response: Guy W. Wallace, partner at SWI – Svenson & wallace Inc. was asked to conduct the analysis and design of an entire curriculum to address the varied needs of the target audiences, both existing employees and new hires. Our Performance Model segmented the product planner job into eight components, each further subdivided in terms of how jobs were then currently configured. That Curriculum Architecture DesignSM (CAD) effort reused more than 60 existing courses from within the AT&T system, and specified just under 60 *gap* T&D Events.

Working with a Project Steering Team composed of top managers from each of the business units, we conducted further analysis and design and then developed their priority gaps from the 60. The curriculum's keystone course, Product Management Process Training Basics, was an intensive, eight-day experience that taught business/marketing/product planning, various financial analyses, meeting planning, cross-functional team management, and key legal/regulatory issues through a series of linked simulation exercises.

Client Results: The eight-day course was delivered 31 times between 1987 and 1990 (including five sessions in The Netherlands) before being reduced to a three-day version when taken over by the corporate training function. The course won the 1990 ISPI (NSPI) Award of Excellence for "Finalist – Best Instructional Product" for generating a 457 percent return on the total investment (development, maintenance, and delivery).