

DELIVERING CHANGE MANAGEMENT SERVICES FOR A GLOBAL FORTUNE 50 COMPANY

EXECUTIVE SUMMARY

This Fortune 50 automotive client launched an initiative to replace their severely outdated and fragmented procurement technology landscape with a new integrated source-to-pay platform globally. They were also challenged with transforming inefficient, manual processes that led to lost value, long cycle times, and highly frustrated employees in the current state.

After selecting their technology provider and implementation partner, the client realized the need for dedicated change management services with deep expertise to manage the high magnitude of change and global people impacts. As a result, they brought in Nitor to provide full-suite OCM solutions to support the implementation and overall transformation.

KEY OUTCOMES INCLUDED:

- **Assessment** – Identified, assessed, and managed impacted stakeholders/user groups, reviewed change impacts, measured change readiness, and addressed stakeholder feedback regularly to ensure buy-in and success at go-live.
- **Communications** – Created and executed an effective communications strategy using a top-down, bottom-up approach tailored to fit stakeholder needs. Designed and delivered all project communications. Established and managed a Change Agent Network to drive local change.
- **Training** – Developed a training strategy and plan with defined curriculums by user role. Designed custom training materials to support a blended delivery approach. Delivered Train-the-Trainer workshop for knowledge transfer.
- **Sustainment** – Reviewed the current operating model and delivered recommendations for future state changes to maximize the transformation outputs. Defined program and operational success metrics with defined baselines and target goals/metrics to manage the change long-term.

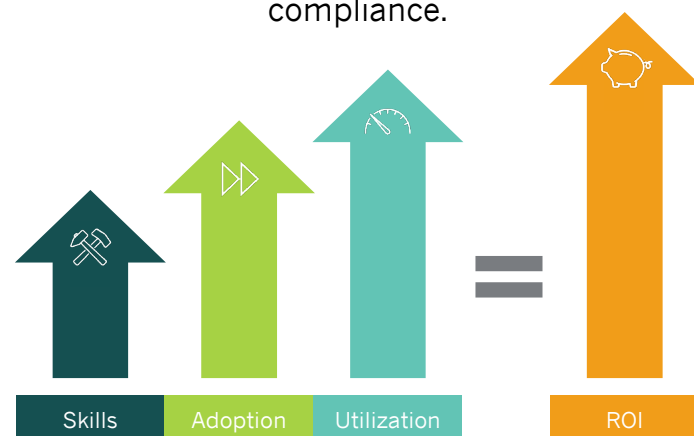


Nitor prepared our global organization for the new technology platform, while also helping us truly transform to achieve our broader business goals. Their dedication and expertise made a positive impact on our overall implementation.”

Fortune 50 Automotive Company

Managing Change

The goal is to drive towards commitment rather than compliance.



CHALLENGES

The current state landscape had many issues at the time of engagement:

- Legacy technology was highly outdated (30+ years old) with a poor user experience and no integration
- History of failed attempts to replace or improve legacy technology created a lack of stakeholder trust
- Manual, time-intensive processes led to cross-functional silos and a reactive / tactical environment
- Decentralized structure and lack of global process standards drove inconsistencies by region and site
- Limited global platforms for communicating with and training the large, wide-spread stakeholder population

HOW NITOR'S SERVICES HELPED

Through our collaborative approach and proven OCM methodology, Nitor delivered value-added services:

- **Developed a robust change management strategy and plan** customized based on our analysis of the project needs & risks, impacted stakeholder demographics, and company culture.
- **Gained leadership buy-in and minimized stakeholder resistance** through tailored messaging and effective tools to convey the "case for change" and "what's in it for me."
- **Delivered clear, concise, and reliable project communications early and often** that ensured stakeholders were regularly informed on status, impacts, and expectations for the change.
- **Established new communication channels** that enabled two-way dialogue & stakeholder engagement.
- **Designed and implemented an online portal** for stakeholder visibility and 24/7 access to project info.

- **Created a global network of "change agents" to drive engagement and sustainable change** at the local site / business unit level.
- **Conducted timely change readiness assessments and engaged with stakeholders regularly** which enabled a smooth deployment with minimal business disruption.
- **Designed and delivered a comprehensive training program** that equipped users with the relevant skills & knowledge needed in the future state.
- **Established a framework for sustaining the change long-term and defined success metrics** for monitoring adoption and maximizing return on investment post go-live.

SUMMARY OF RESULTS

The key outcomes of our partnership with the client included:

- Assessed and managed 360+ global stakeholders from the procurement and legal functions
- Designed and distributed 100+ communications
- Identified and engaged 150+ change agents representing 3,000+ end users across 13 countries
- Developed 3 training courses, 21 Quick Reference Guides, and 100+ pages of hands-on exercise materials, supporting a 100% adoption rate
- Delivered a sustainable global transformation that established the real value proposition of procurement

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