



## DELIVERING CHANGE MANAGEMENT SERVICES FOR A SUPERMARKET RETAILER

### EXECUTIVE SUMMARY

A regional grocery store chain deployed a Source to Pay Technology with the objective to improve the procurement lifecycle efficiency and effectiveness to drive bottom line savings through a digital transformation. They engaged Nitor to provide change management services to support the implementation.

### KEY OUTCOMES INCLUDED

Deployed a best-in-class organization change management methodology to support the new technology and processes. There were four key workstreams:

**Assessment** activities which included:

- Stakeholders Interviews to understand culture, current state and appetite for change
- Creation of a Stakeholder Assessment Report to identifying key themes and areas of support and potential resistance
- Monitoring and addressing stakeholder buy-in

**Communications** activities which included:

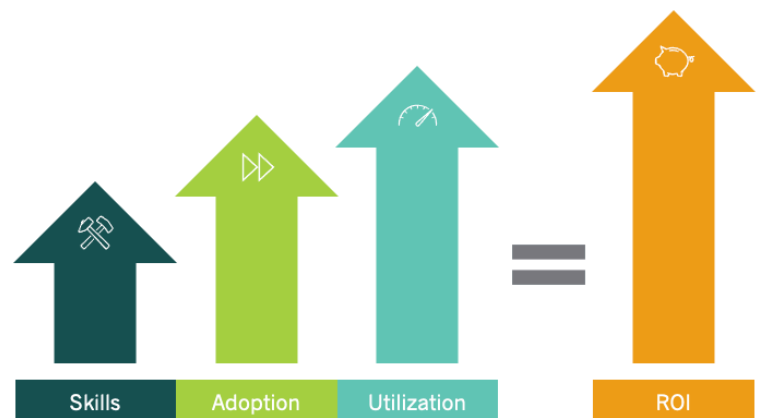
- Development of Communications Strategy and Schedule
- Branding workshops to create a client specific new system name

“The team from Nitor provided strategic guidance, best practice, and drove execution in all aspects.”

*Client CFO*

### Measuring Change

The goal is to drive towards commitment rather than compliance.



- Design of all internal and supplier communications
- Design and facilitation of Change Agent Network framework, participants, and curriculum

#### **Training** activities which included:

- Development of a blended learning strategy and framework
- Creation and delivery of all End-User Training Materials which included:
  - Screencast videos
  - Quick Reference Guides
  - End-user classroom training

#### **Sustainment** activities which included:

- Initial review of the current Procurement Organizational Structure
- Recommendations for how to remediate the People, Process and Technology gaps identified

## CHALLENGES

The current state procurement landscape had many challenges at the time of our engagement:

- End Users resistant to change
- Manual AP and procurement processes
- Decentralized buying across business units
- Inconsistent supplier ordering and invoicing

## HOW NITOR'S SERVICES HELPED

Through our collaborative approach, Nitor delivered change management services that resulted in:

- Proficient stakeholders that learned new skills
- High end user adoption and system utilization, the first quarter the system was live included the creation of 24,000+ purchase orders and 24,000+ invoices

## SUMMARY OF RESULTS

The key outcomes of our partnership with this client included:

- Interviewed 30+ stakeholders to understand requirements, learning preferences, culture and change readiness
- Designed and distributed 20+ internal and supplier communications
- Developed end user training materials including 3 instructor led courses, 3 screencast videos and 20+ Quick Reference Guides
- Trained 500+ end users and 500+ suppliers

## CONTACT

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