

The Importance of Organizational Change Management to Project Success

THE CHALLENGE

Since its implementation, eimage has provided ongoing maintenance and operation services and collaborates closely with our client to identify and prioritize enhancements.

In 2021, the team determined that the on-premises version could not be upgraded to the latest version of Microsoft Dynamics CRM, and that the system must be migrated to the Cloud.

As this migration effort would result in changes to the system, approximately 1,400 end users across the State would be impacted. Our client was concerned about resistance to the updated system, training and understanding of the new Cloud platform, and user adoption.

THE SOLUTION

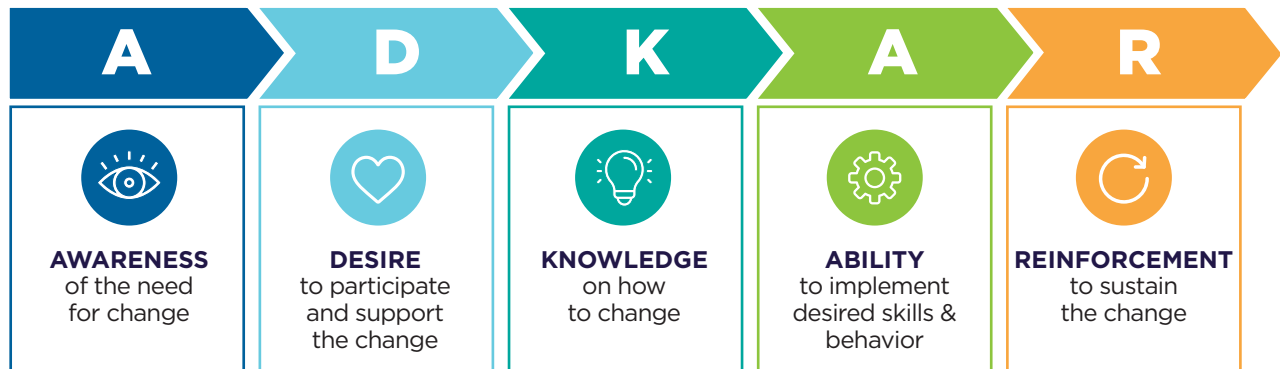
After months of preparation, eimage worked closely with our client to migrate the system to the Microsoft Government Community Cloud.

Our successful collaboration was in large part due to focused Organizational Change Management (OCM) efforts, specifically implementing a strong communication strategy and a thorough training plan.

Our Approach to Organizational Change Management

When implementing a new or updated system, Organizational Change Management (OCM) is critical to the success of the project. The purpose of OCM is to define and detail an overarching approach to facilitate internal and external end-user adoption of system enhancements.

To ensure organizational change is successfully managed, eImagine’s OCM approach aligns to Prosci’s globally recognized five element ADKAR model.



TO FULLY REACH THE PROJECT TEAM’S GOALS, WE UTILIZED THIS SIX-STEP APPROACH:

1. **Defined** the scope and objectives of the CRM system implementation
2. **Conducted** a change impact assessment
3. **Developed** a change management plan
4. **Engaged** stakeholders and communicated the changes
5. **Provided** training and support
6. **Monitored** and measure adoption and success

Key Success Factors

COMMUNICATION:



To minimize risk and create a smooth transition into the utilization of the updated system, eImagine and client leadership first created a communications roadmap. The ten-week communications cadence roadmap outlined the specific communication topic/theme, the planned send date, the identified sender, and the target audience of each communication. The themes of our communication plan included:

- Explain the reasons for the change
- Explain the change (Clarify scope - what is in vs. what is out, and address future objectives)
- Explain how the End Users will be impacted (Include benefits)
- Explain the schedule (Project, roll out, training at high-level)
- Explain vision for training (Including the adoption of Lessonly)
- Make the change familiar by exposing system stakeholders to the new navigation, access, and feel of the updated system

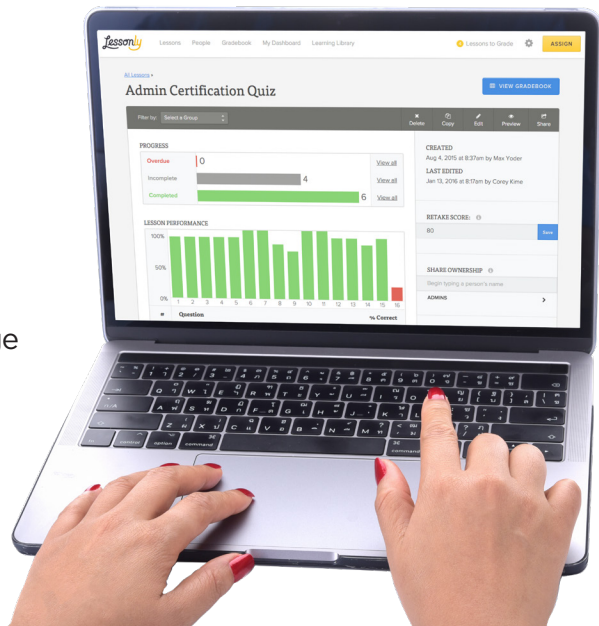


TRAINING

With over 1,400 active end users, it was essential to provide consistent, user-friendly trainings to ensure system understanding. To do so, eImagine invested in the Learning Management Software, Lessonly, to create nearly forty (40) lessons to prepare users for the system change. The

lessons are divided into three paths: beginner, intermediate, and advanced, and our client determines which lessons are required by specific staff roles.

Super Users (Change Champions) were identified, and they were the first to complete the Lessonly trainings, provide feedback for additional topics or lessons, and played an integral role in User Acceptance Testing. These Super Users played an essential role in the change effort process by supporting the change and providing mentorship to end users.



Business Value

We conducted re-engagement of 1,400 users from the on-prem to the new Cloud system, continued all business operations, and collaborated with our client to help support their ownership of the system change, and successfully transition the system to the Cloud.



**On-Premise
to new Cloud
system**



**10-week
communication
cadence
roadmap**



**Training and
re-engagement
for 1,400 active
end users**



**6 communication
themes and 6
communication
standards**



**40 Lessonly
lessons
created**

Are you ready to eImagine better?

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