

A woman with dark hair and glasses is smiling while looking at a laptop. A man in a blue shirt is pointing at the screen. The scene is set in a bright, modern office environment.

EFFECTIVE CHANGE MANAGEMENT

The missing ingredient that
drives increased adoption and
license renewals

THE DAYS OF “INSTALL AND MOVE ON” ARE GONE

And business outcomes are more important than ever

Increasingly researchers - such as TSIA⁽¹⁾ - are reporting that executives are demanding tangible, measureable business outcomes when they buy or license software.

This correlates with our experience. The executives, we speak to:

- want to **see the software they invest in used productively as quickly as possible** - and want return on investment
- and, most importantly **they need to see the software positively impacting measurable outcomes** such as increased efficiencies, improved customer satisfaction or expense reduction

However, the anecdotal data on the ground is disappointing. With Information Age reporting, in 2017, that *“on average, 1 out of every 3 software projects fail, and more than 80% of projects run over time or over budget”*.

“McKinsey reported in 2019 that only 14% of digital transformations succeed

(1) Technology Services Industry Association – www.tsia.com

POOR RATES OF ADOPTION ARE A MAJOR PROBLEM

For both B2B software vendors and implementation partners

We speak frequently to Professional Services leaders.

They tell us, of course, that they want to increase adoption. As the more a product is used, the more likely the customer is to purchase more product, renew a subscription, renew a maintenance contract and so on. And so on.

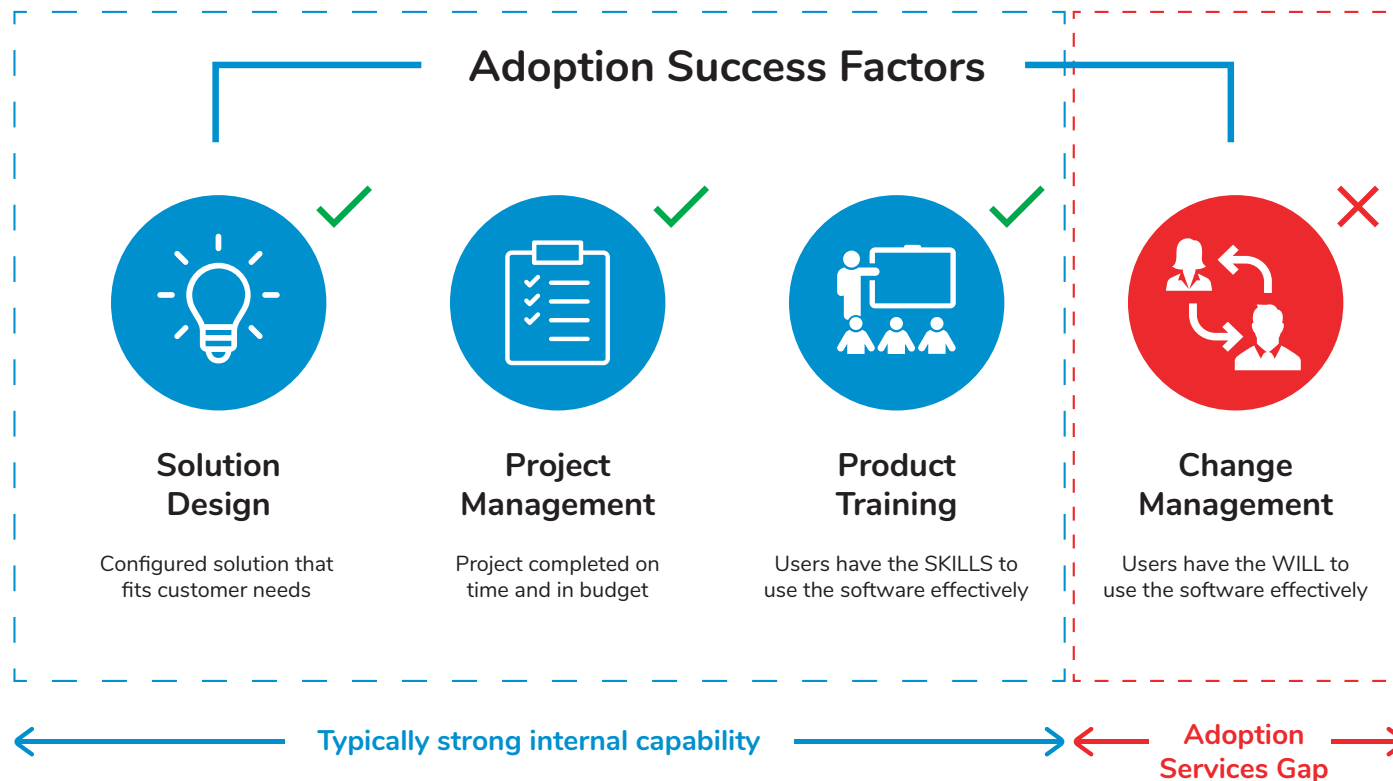
So far so good. But, they also tell us they face four challenges in making this happen:

1. User **adoption rates are too low**
2. License renewals **can be difficult to re-negotiate** and some customers want to reduce the number of user licenses
3. RFPs are **asking for Organizational Change Management (OCM) expertise** they don't have
4. **They encounter difficulty managing the cultural challenges** associated with adoption

IDENTIFYING THE ADOPTION SERVICES GAP

More effective Change Management

Our observation is that a key driver of poor adoption rates is often the **lack of Organizational Change Management expertise** in the adoption process.



Typically services like Solution Design, Project Management and Product Training are part of the Adoption success model. But Change Management is either **delivered poorly or absent altogether**. This creates an **Adoption Services Gap** that is setting your project up to fail right from the start.

ARE YOU FACING ANY OF THESE CHANGE MANAGEMENT CHALLENGES WITH YOUR CUSTOMERS?

These are some of the Change Management problems we have found that customers face when either adopting new software or upgrading existing software.

Challenge.	Yes/No
Customers under-estimate the impact that the software will have on user behavior	
They want to start User Acceptance Testing but user readiness is too low and a risk to successful adoption	
They have not identified the people risks to adoption leading to last minute changes and mitigation actions	
Their team leaders are not committed to the change and they don't help their teams to accept the change	
Their employees and leaders don't have the skills to adapt to change	
Their users are unengaged and it proves difficult to get them to focus on your solution	
Their executives believe that their people adapt easily to new technology so they don't need Change Management	
They (and you) rely heavily on anecdotal feedback on Change Management issues rather than real data analytics	

HOW CAN WE HELP YOU SOLVE THESE PROBLEMS?

Introducing our 'best in class' Digital Change Management Platform - Roadmap Pro

An 'out-of-the-box' solution based on nearly 25 years of experience and field research. That ensures you deliver effective Change Management services to your customers



A COMPREHENSIVE SOLUTION

With all of the planning, learning, collaboration and analytics tools you need to drive successful adoption.



CLIENT CASE STUDY

Sector: Global Chemicals

Project: Major software implementation

The customer problem

The customer was facing a set of complex change challenges. They needed to implement a new operating model and technology, as part of a wider automation program, aimed at creating a set of next generation HR services and a better experience for their employees across 90 countries. This included the upgrade of three legacy systems, Workday, ServiceNow and RightAnswers. Plus, the introduction of SumTotal, ESCRIBA, Transversal, Power BI and UIPath.

The implementation required users - across multiple countries and cultures - to adopt a set of new behaviors to ensure the successful adoption of the software. If users weren't ready to change and/or lacked the right skills, then the business outcomes would not be delivered.

Integrating 10 systems across 90 countries was always going to be a tough people challenge.



“The Roadmap Pro platform gave us the tools, techniques and data we needed to drive our adoption plans across the business.”

GLOBAL CHANGE LEADER

The solution

Roadmap Pro was selected as the Digital Change Management platform for the project. It was used, by the Implementation Team to accurately assess the readiness of users to participate in the UAT process. But the platform provided them with more than that, it also:

- allowed the team to **effectively assess the people risks** in each part of the business
- provided the **dashboard functionality to provide real-time feedback** to the Steering Team and the ELT
- delivered **detailed online training** as well as a set of **recommended actions for each risk** identified. This meant the Implementation Team could build a focused initial Change Management plan, based on best practice. And then respond rapidly as different adoption risks emerged during the implementation
- ensured that new team members in different locations could be **quickly on-boarded and brought up-to speed with the project status** and their role in the implementation

Adoption rates were high, and the project was highly successful. For example, there was a 40% reduction in costs and a 75% reduction in customer complaints.

OUR SAAS PLUS SERVICES MODEL

Makes adoption of Roadmap Pro scalable, quick and effective

With a powerful 3 step roll-out process

Step 1 - INTEGRATE

- Configure the software to your implementation needs and process
- Design any API links that are required

Step 2 - TRAIN

Deliver training to your:

- Implementation Consultants & Sales teams
- Customer Success Managers & Technical Support
- Customer Project Teams

Step 3 - "GO LIVE"

Start delivering for customers supported by experienced coaches

WE HAVE THE TRACK RECORD NEEDED TO DELIVER



- Founded 1995
- Worked with **more than 400** organizations
- Delivered in **over 40 countries**
- One of **largest Change Management databases** in the world
- **Recognized by Forrester Research** as one of 3 most used change management methodologies
- **Roadmap Pro digital platform** launched January 2018



Changefirst is ISO 27001 certified.

The Forrester Research logo, consisting of the word "FORRESTER" in white capital letters inside a dark green oval.

FORRESTER

Our approach is recognised by Forrester Research.

Our proven software has been utilized by our partners on:

- **Outsourcing global IT services** for a Brazilian manufacturing company
- Implementing a **new global HR business software** for a European chemical company
- **Implementing industry changing technology** in a major transportation organization

Next Steps

See our Digital Change Management Platform in action

If improving adoption of your software product is high on your agenda **contact us now** and arrange a **no-obligation demo** of Roadmap Pro.

Simply visit our [website](#) or contact us at info@changefirst.com

