100,000+ Users Migrated to a New Technology Platform

SEAMLESSLY AND EFFECTIVELY

MANAGING CHANGE IN A SHIFTING ENVIRONMENT

No matter what industry or company size, engrained into every workforce is a natural resistance to change. But in today's digital economy, change is not only constant, it's essential for survival. That's why change management must be a part of any new initiative. Otherwise, its adoption and sustainability could be jeopardized – wasting investment dollars and deteriorating the company's competitiveness. iTalent Digital's proprietary change management playbook and services empower you to realize your business vision and desired outcomes with sustained adoption.

THE CHALLENGE

The leadership of a global high-tech client decided to switch from one technology platform to another. Because employees of the company had already spent three years learning the legacy system, the potential for backlash from the 100,000+ users and 30,000 primary stakeholders was high. An effective change management program that included internal communications and training components was essential for successfully migrating users to the new platform and mitigating the risk of pushback.

THE SOLUTION: CHANGE MANAGEMENT WITH INTERNAL COMMUNICATIONS AND TRAINING

Anticipating the potential negative reaction from the broad base of users, the iTalent Digital team developed a stakeholder-focused, multiphase plan that leveraged change management best practices to drive the shift across the entire global workforce.

The plan spanned 11 months and required the participation of hundreds of individuals at different levels, on different teams, in different time zones all over the world, who had varying degrees of experience on the legacy and new platforms.

The program was deployed in four stages: kick-off, trial migration, training and adoption, and new platform launch. Company leadership had the option of tracking the progress of the migration and which groups were being impacted through iTalent's proprietary Change Saturation Dashboard.
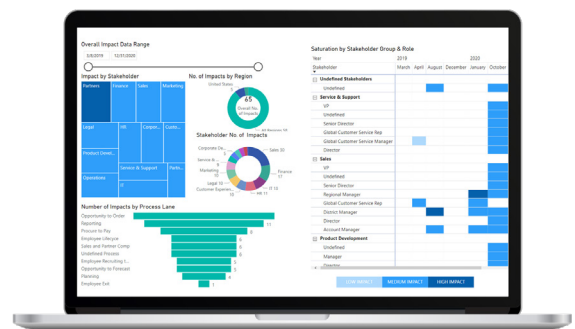
Together with the company's leadership team, iTalent identified awareness and preparedness indicators to track for each stakeholder group throughout the process. All communications and training activities were centered on optimizing both types of indicators. Different methodologies were used to monitor progress, including surveys and individual engagement.

Messages and training were delivered in various formats to optimize their efficacy, including focused training sessions, support sessions, blog posts on the company intranet, emails, tips, reminders, tutorials, work groups, and meetings.

THE RESULTS

As a result of the carefully planned and executed change management program, there were fewer than 200 instances over the four-month post-launch period where errors or deletions occurred—an incredible feat considering over 100,000 users and 80,000 individual team websites across both platforms were involved.

Out of all the respondents to a survey iTalent Digital conducted among stakeholders just before the launch, only one reported not being aware of the forthcoming transition. Fully 80% of them had signed up for early access and were working to prepare their team websites on the new platform. In terms of the training, 68% of respondents rated iTalent's training sessions as the most helpful of all the support efforts. Below are some direct quotes from stakeholders who responded to the survey:

- "Once I attended some of the training sessions it was easier to update than I thought it would be. Thanks for the detailed info you are providing us."

- "The team has been fantastic...so patient...and very, very responsive and helpful. The training & tools have been vital."

- "The content you are providing is very detailed and spot on for exactly what we need to do for this transition."

- "The meetings, training, and help content have been top notch."

STEVIE® WINNER

iTalent Digital's project lead on this initiative won a 2018 Gold Stevie® Award for Women in Business for the excellent results she and her team obtained for the client.

ABOUT iTALENT DIGITAL

iTalent Digital is a global woman- and minority-owned software engineering and full-service tech consulting company headquartered in Silicon Valley that champions the people side of tech. We help companies achieve exceptional business outcomes through a suite of digital transformation services such as enterprise collaboration, personalization and unified search, business insights and analytics, cloud and software development, and Change as a Service (CaaS).

The team has numerous awards to its name, including 25+ Stevie® Awards, two Forrester Groundswell Awards, five Khoros Awards, two Globee® Disruptor Company of the Year Awards, two Cisco Responsible Procurement Awards, and many others.

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