

ORGANIZATIONAL CHANGE MANAGEMENT SERVICES FROM SAP® EDUCATION

MITIGATING RISK IN A SUCCESSFUL TECHNOLOGY DEPLOYMENT

A workforce that embraces change can play a major role in the success of your SAP® software implementation. A 2007 study by the Americas' SAP Users' Group concluded that investing in change management results in an average 20% improvement in user acceptance, for an overall gain in on-time, on-budget projects.



The success of your deployment of SAP® software depends in large part on how you manage human, technological, and organizational change. Implementing world-class information technology alone will not achieve the desired results if your people aren't aware of how changes will affect them. Nor will it succeed if they are not ready, willing, and able to use new processes, skills, and tools. SAP Organizational Change Management services help you address these challenges and manage the risks associated with a large-scale technology deployment.

What Are Your Risk Factors?

Identifying the factors that pose risk is the critical first step in effective change management. Do these reside in your organization?

- **Lack of direction** – Your employees may know that you are implementing software, but do they understand why? End users need to understand how changes will improve the way you do business and the value for them.
- **Misplaced project sponsorship** – How is your SAP program perceived? If people think of it as simply “a new system,” you risk losing buy-in.
- **End-user resistance** – Even when your existing systems are challenging to use, people may resist giving them up for something different. You need to involve your business communities and inspire them to move from resistance to acceptance.

- **Communication** – How will you communicate the purpose, activities, and progress of this initiative? It is essential to measure how people understand and respond to your communications, and eliminate generic messages that aren't focused on encouraging changes in behavior.
- **Previous failures** – If you've had less-than-successful initiatives in the past, expectations may be the same for this one. You need to eliminate any preconceived beliefs that this project, like previous ones, will fail.
- **Competition for resources** – You may be competing with other organizational initiatives (mergers, acquisitions, reorganizations, product rollouts) that threaten to draw resources from your project.

How SAP Can Help

Only SAP can bring you best practices and lessons learned from thousands of successful SAP software implementations. Our proven approach is process based and aligns with the ASAP methodology, accelerating change management. We identify process work streams and outline critical activities and resulting deliverables for each ASAP phase.

For our team, managing change is not a one-time event. It is an opportunity to equip you with knowledge, tools, and support as your business evolves.

Summary

SAP® Organizational Change Management services help you maximize value and minimize risk in supporting successful process and technology improvements throughout your business cycle. Our consultants work with you to design and execute a comprehensive organizational change management (OCM) plan that meets your needs and addresses your implementation challenges.

Challenges

- Need for strong executive leadership to communicate and sell your business case
- Internal resistance to change, lack of communication, and competing initiatives
- Lack of understanding among employees about how their day-to-day work will change and how to make the initiative a success and achieve business outcomes
- Lack of alignment among individuals and groups that prevents them from taking ownership for their roles and responsibilities

Service Offerings

- **Executive education** – A one-day workshop that helps executives gain a strategic understanding of SAP solutions and their role
- **OCM workshop** – A two-day course that provides SAP solution-specific lessons learned, tools, and methodologies for OCM and project management office teams, project leads, project owners, and center of excellence personnel
- **“OCM Toolkit”** – A resource for individuals who manage the organizational and human performance aspects of an SAP initiative
- **OCM assessment** – A consulting service to help you build a strategy to manage the business process and technology changes that come with an SAP software implementation
- **OCM coaching** – On-site or remote support as appropriate to accelerate the application of relevant OCM tools and methods (when an initial change management plan is in place)

Business Benefits

- **Key executives well prepared** to lead change
- **Employees in the right jobs with the right skills**, supported by processes and tools that set them up to succeed
- **A systematic transition strategy** that minimizes business disruption, reduces risk, and shortens time to achieve full project benefits
- **Employees prepared to succeed** on the first day of the launch
- **Well-informed managers** who work to establish new business practices within their teams

For More Information

Call your SAP Education organization account manager or visit us online at www.sap.com/services/education/consultingservices.

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