

## Change Management Strategy Yields Impressive Adoption Rates for Global Food Manufacturers SharePoint 2007 Upgrade

### Client

The client is the world's second largest food manufacturer and marketing service of their packaged retail food projects, with annual revenues of \$42 billion, the client's brands span five consumer sectors: snacks, beverages, cheese, grocery and convenient Meals; products include cookies, crackers, confectionery, coffee, aseptic juice drinks, powdered beverages, natural, processed and cream cheese, ready-to-eat cereals, enhancers and desserts and convenient meals such as packaged dinners, lunch combinations and processed meats. The Client has operations in 70 countries with products sold in over 150 countries.

### Executive Summary

The client develop a strategic plan to transform the way their employees work together across the globe; leveraging best practices, increasing innovation and opportunity, enhancing workforce engagement. The IT leadership team implemented SharePoint 2007 (MOSS) to simplify everyday business activities and therefore achieve increased collaboration, enable communications and knowledge transfer, and boost employee productivity.

The Client engaged The Revere Group to assist in the development and execution of a change management strategy which would help employees adopt the new technology and adjust to the new ways of working. In addition to providing change management expertise to the project team, there Revere aided in strengthening their process for gathering and documenting functional business requirements.

### Business Challenge

Due to the Client's diverse workforce and geographically disperse locations the project team faced several challenges that required disciplined yet creative solutions in order for the system upgrade to succeed:

- **Change Saturation** –The Client was reorganizing its organizational structure while implementing several new technical and business process change initiatives simultaneously. End-users were experiencing 'information overloads.
- **Inconsistent Change Management and Project Management Experience** – Most of the organization's IT project managers and change management leads assumed these roles as a result of rapid growth, system-related expertise and tenure without formal training, practical experience or mentoring.
- **Lack of Global Communication and Training Options** – Many of the Client's lines of business were gained through acquisition and still operate in a decentralized fashion. Each region/country location, or product line, have their own set of processes and preferences. Distribution of global communications/trainings that reached multiple levels with the organization was a significant challenge.
- **Inconsistent Use of Centralized/Standardized Processes** – Because the project did not explicitly require a disciplined project management approach, nor standard processes and documentation, activities were unplanned and coordination/communication with other work streams was lacking. It was very difficult to seamlessly deliver projects on time.

### Solution

The Revere Group's Team developed a robust change strategy and implemented standard processes, tools, and reports which increased the success of the solution delivery and helped to ensure employee readiness and acceptance of the new SharePoint solutions. The transition from the legacy SharePoint version to the newer, upgraded version was met with minimal resistance and significantly diminished any potential loss of productivity.



## For More Information

For more information about The Revere Group's services and solutions, call 888. 4REVERE.

## About The Revere Group

The Revere Group is a North American Business Unit and a majority-owned subsidiary of NTT DATA, a multinational organization.

Founded in 1991 and headquartered in Chicago, The Revere Group is a leading global business and IT solutions consultancy that specializes in assisting high performing mid-tier and fast growing companies. Revere provides industry, process and technology expertise with a proven service approach—Think, Build, Source—to pave the way for your success. Revere focuses on five key business challenges to increase your business agility and bottom line results: [Operational Efficiency](#), [Analytics and Collaboration](#), [Interactive](#), [Enterprise Platforms](#) and [Managed Services](#).

For more information about The Revere Group, go to [www.reveregroup.com](http://www.reveregroup.com).

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Document published July 2010.

## SharePoint Upgrade Activities

- **Change Management Strategy:** Utilizing the assessments and data that was already captured by the project team, a Change Management Strategy and Roadmap was developed which outlined recommended activities necessary to help ensure employee readiness and acceptance. This included areas of sponsorship, communication, training, and support. It was decided that the most critical change management activities were the development and execution of communications and training.
- **Training Development & Delivery:** To overcome the geographic challenges and lack of employee availability, the Revere Group used a multi-prong approach to develop and deliver training solutions to the organization. Training solutions included: in-person training sessions, virtual classrooms, simulations/demonstrations, train-the-trainer sessions, and a self-paced SharePoint training and support portal site. Instructor guides and support documentation were created and transitioned to the Client's internal Systems Support Team to ensure that the training solutions were sustained.
- **Communication Planning & Execution:** Partnered with other project teams and the Corporate Communications team to plan and execute succinct and timely communications. Leveraged existing channels and implemented new, creative communication solutions such as blogs, wikis, intranet 'advertisements,' and user groups that assisted in preparing and supporting end-users through the change curve.
- **Functional Business Requirements Process and Documentation:** The Revere Group team interviewed and

engaged other Functional Specialists, Change Specialists, Technical Specialists, and Project Managers to create and implement a standardized process for gathering, documenting, and approving business requirements. Revere took the lead in burst table design, implementing 'bursting' functionality for various reports, and coordinated the process of bundling and delivering of key reports for a user to their mailbox. Revere also demonstrated technical leadership in implementing complex MDX expressions in various OLAP reports and sharing the knowledge with client team members who would be tasked with supporting the completed application.

## Results

The client benefited quickly by utilizing Revere's expertise and incorporating change management activities and standard work processes and tools. The project was deemed a success by both the IT Leadership's and end-users' customer satisfaction measures. Global membership and usage of the SharePoint 2007 tools and features increased significantly throughout the project lifecycle. Individual and team efficiencies were realized through the decline of redundant files, retirement of local file shares, and automation of manual activities.

In addition, the client now has change management and functional requirement toolkits that are being incorporated into their Project Management Methodology (PMM).

Based on the quality of Revere's work efforts and deliverables, the team received praise from the project team management, end-users, and other vendors. This has created a long-term partnership with the client and discussions in supporting other project opportunities.