# Enabling Digital Mindset for a Leading Chemical Manufacturer through Change Management

## Client Overview

The client is a leading manufacturer of sophisticated chemicals used in personal care, agriculture, and healthcare, serving customers worldwide with manufacturing in the US. The client was recently acquired from a large organization by a private equity firm and was looking at a transformation journey with S/4HANA Implementation.

## Client Objectives

YASH was selected as its strategic partner in its S/4 HANA transformation journey. YASH Biz NeXT team was involved in facilitating adoption through organizational change management and training interventions. The following challenges are expected to be addressed

- Shifting the employee mindset from manual to a 'Digital' way of working

- Increasing the awareness of the significance of organizational change management in driving user adoption

- Basic organizational change management activities carried out by the in-house team have not been able to address
  - Lower business adoption
  - Ineffective training

- Synergy is required with the key business stakeholders

## Change Transformation Journey

- Set up an 'Executive-driven Change Management Office.'

- Developed and implemented a strategic communication campaign to create awareness via:
  - Townhalls
  - Face2Face sessions, Transformation roadshows
  - Comic Strips to easily explain the changes and benefits for each persona.
  - Emails and other S/4HANA cadence meetings

- Created a Transformation portal as a One-stop Shop for employees to understand and appreciate the transformation journey and the benefits brought about by the same

- Revised and refined the Train the Trainer approach, plan, content, and delivery based on stakeholder feedback from effectiveness measurement surveys

## Outcomes

- Achieved successful shift of the employees towards a digital mindset

- Achieved >95% awareness of transformation initiatives

- 100% coverage of end-user upskilling

- >90% reduction of time spent in project communications

- One-stop transformation portal to engage the employees right from the launch

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# YASH approach

YASH wanted to help the client seize the opportunity to significantly improve their business processes and productivity while reducing risk and costs. We did this by delivering the right combination of business analysis, change management, and technical expertise. Our approach drove success through understanding the market, capabilities, and technology landscape; implementing a solution that worked for the client; ultimately exceeding expectations.

## Solutions

YASH's team carefully designed the change management strategy, which involved setting up an executive-focused Change Management Office. From there, we developed Email Campaigns, Townhalls, and One-on-one sessions focused on the entire organization along with specific activities targeted to different functions linking with process overviews and business benefits. As part of this transformation, we also created a Transformation Portal within their SharePoint site, which kept changes in one centralized location while making it easy for employees to find them. With so many stakeholders using the portal, it became a valuable quick reference tool at each point of contact during project delivery.

To engage and educate business users and encourage business adoption, we created a series of contextual comic strips covering varied topics. We documented the business processes in SAP user guides, which provides step-by-step instructions for our client's business users. We also supported this project with end-user training through a series of workshops, Train-the-Trainer sessions delivered by our team, and partnering with Client HR to define and manage role changes.

## Outcomes

- Designed Change Management Strategy and set up Change Management Office
- High-level Business process documentation
- Transformation portal built on existing Client SharePoint, enabling a one-stop-shop for all project-related communications to employees
- Increased business engagement/adoption through SAP contextual comic strip series
- Quality documentation and user training for better business adoption

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