

## Digital Adoption Platforms

CM&OD | Point of View

January 2023



**Digital Adoption Platforms**  
**increase the success rates of change initiatives**  
**and new software implementations...**

# Agenda

## 1 Context

- ➔ *Technological landscape*
- ➔ *The importance of Change Management to foster adoption*
- ➔ *Challenges faced by Organizations*

## 2 Exploring Digital Adoption Platforms (DAPs)

- ➔ *What they are*
- ➔ *The importance of DAPs & how do they bring added value*
- ➔ *DAPs implementation framework*

## 3 Our Expertise

- ➔ *Deloitte Methodology*

## 4 References

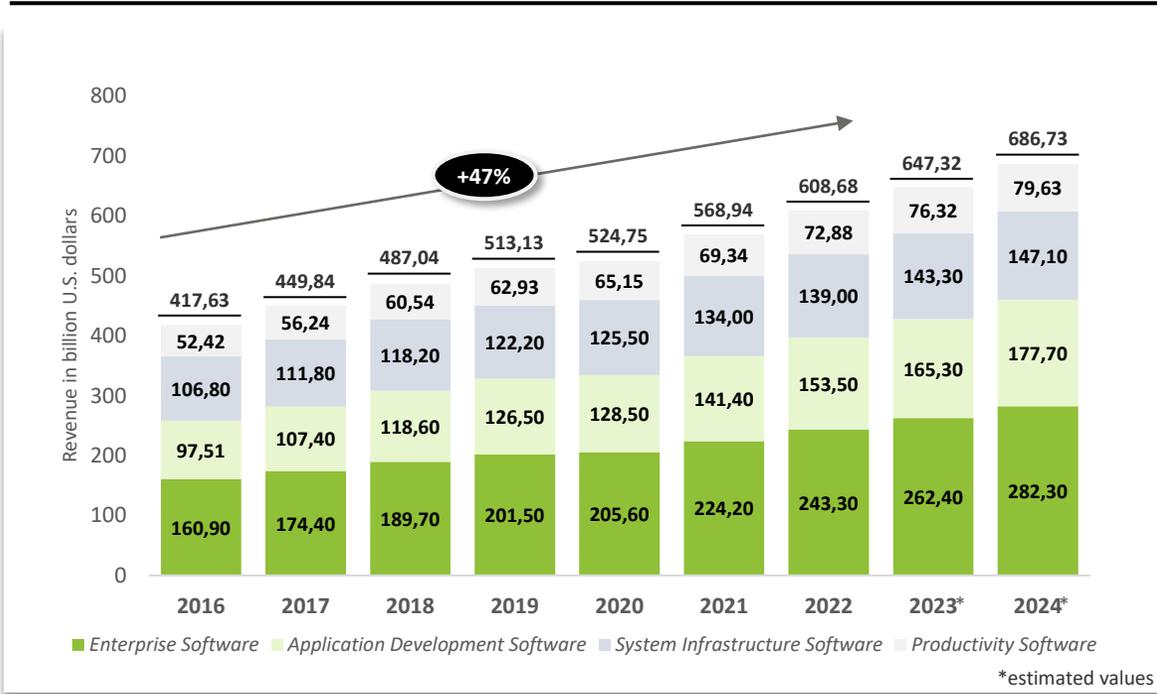


# Context



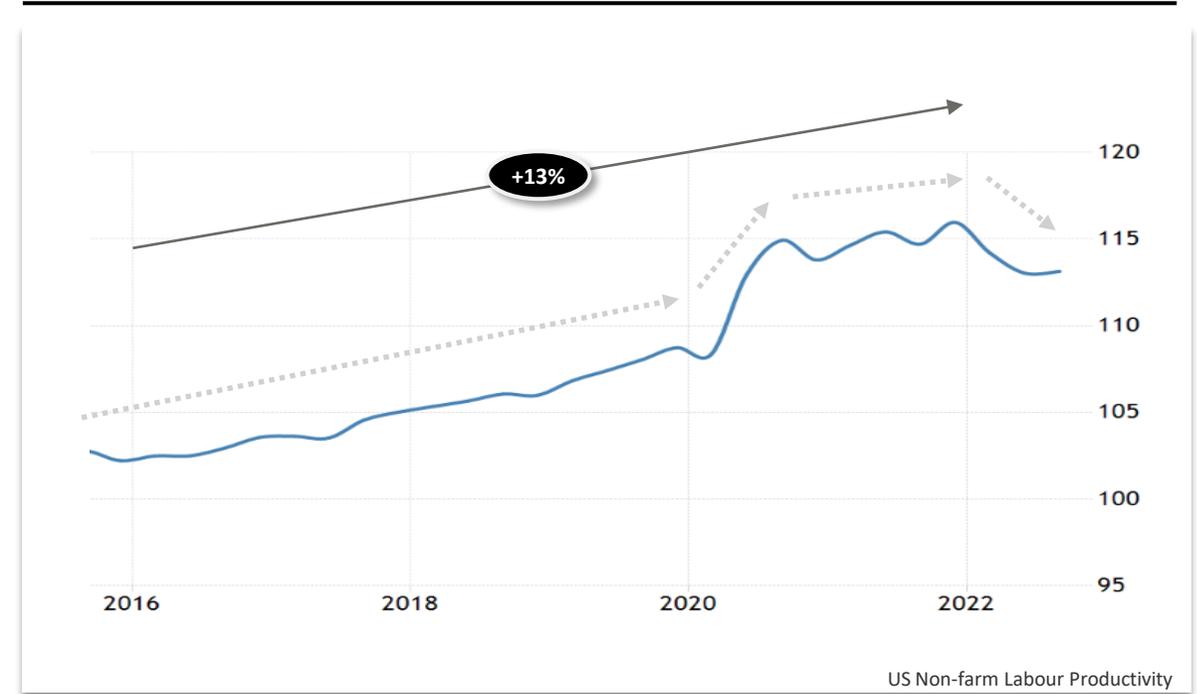
Actual market scenario, shows an increasing trend in software's investment, expecting to grow to more than 680B\$ by 2024 globally, although productivity seems not to follow the same trend

Revenue of the software market worldwide from 2016 to 2024, by segment



Source: Global software market revenue 2016-2027 by segment | Statista.com

Productivity from 2016 to 2022 (US)



Source: Tradingeconomics.com | U.S. Bureau of Labour Statistics

Software investments register an **upward trend of +47%** in revenue from 2016 to 2022. However, the increasing need in digitalization, **seems not to be followed** by productivity level for the same time span **(+13%)**

To boost the adoption of new technologies, Change Management plays a key role to ensure increasing performances by overcoming some common pitfalls

### Change Management Pitfalls



Source: Global Change S/4HANA Sub-CoP, Deloitte

**50%** of organizational and technology implementation projects **fail to meet** expectations due to **underestimation of human factors** and **users' adoption**

### Mitigation Actions

To sustain the **improvements of adoption performance** and **gain optimum productivity** is essential to:

-  Improve **understanding** of new ways of working by **rethinking the traditional training process** (e.g., video lectures, manuals) through a constant **"Learning in the flow"** approach
-  Benefit from the availability of **innovative solutions** and **digital platforms** used to **maximize adoption** from the beginning

A different approach to training and the introduction of innovative tools enables Organizations to resolve a series of challenges directly connected to adoption performance within digital transformation projects

## BUSINESS CHALLENGES



KPIs not met, lack of efficiency, effectiveness and digitalization



ROI impact, the initiative does not reach success



Increased management costs for training and retraining



Increased costs for IT support and helpdesk



Lack of engagement



**To support Organizations** in navigating current landscape and increase the returns from their investments, highly effective **technology solutions** are available

# Exploring DAPs



Digital Adoption Platforms allow Organizations to streamline and increase success rates of change initiatives and new software implementations covering different scopes

### Definition

**Digital Adoption Platforms (DAPs)** are software layered on top of other systems to facilitate their proficiency & adoption

- **Snippet javascript:** injection of strings of code on top of the code of the hosting website
- **Browser extension:** browser extensions allowed to be working on the domain of the hosting website (ex. AdBlockers)



### Main Scope

 Digital transformation	Fluid digitalization of processes via ease of transition by providing guided support
 Training & onboarding of new hires	Standardized and efficient onboarding journeys directly on the systems
 Software Implementation & Adoption	Streamlined adoption of new systems by simplifying UX and enabling Learning by Doing
 Augmented productivity	High efficiency & effectiveness by supporting also navigated users to be more productive

**DAPs** make software implementation & change initiatives successful, allowing organizations to reap the gains of innovation

By providing autonomous learning and tailored UX, DAPs help organization to generate additional added value from software implementation

### Main features



**Native integration** with the **main technological solutions** available on the market (e.g., SAP, Salesforce)



**Hints, advices and tools** integrated into the System and **available on demand** (e.g., Users manual)



**Easy and intuitive creation** of **user manuals** in addition to first level assistance thanks to **AI and Chatbot**



Greater **ease of navigation** through the fields of the integrated technological solution

### Added value



**Improves User Experience** thanks to guided processes, completely customizable and **embedded in the system**



**Reduces the need for training courses**, facilitating usability of technological solutions via **constant live guidance**



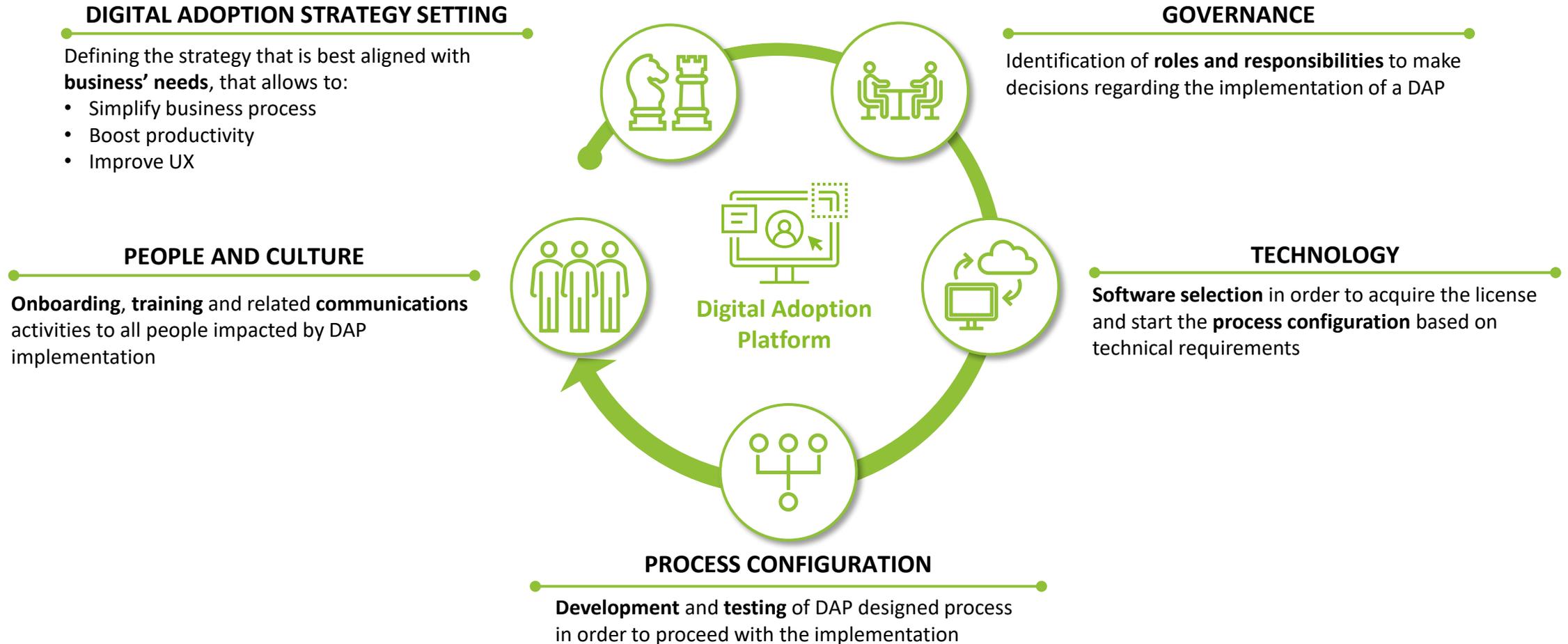
**Maximize the adoption level** by simplifying and speeding up learning and onboarding processes



**Enables a seamless «training on the system»** rather than off-system tutorials (so called **“Learning in the flow”**)

In order to guarantee a complete DAP implementation, five pillars need to be considered

## DAP Implementation Framework

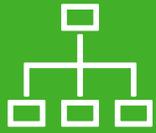


# Our Expertise



Deloitte provides two kind of integrated services, Organization Design and Change Management, to support Clients in business development initiatives

## Two Kinds of services



### Organization Design

We design and deliver **actions** aimed at **optimizing Organizational Models** and **implementing an effective People Strategy**, by using a structured approach and advanced methodologies and tools



### Change Management

We design **actions** together with our clients **to support significant organizational and technological change** with the goal of **enabling** business transformation, starting from a **structured and customized management** of the **human aspects** that are **crucial** for a **successful change**

Our offering covers all the phases of the implementation to guarantee the achievements of the client's needs



**PRE- IMPLEMENTATION**

**IMPLEMENTATION**

**POST - IMPLEMENTATION**

Phase

*Identifying and defining the strategic objectives to grant the correct implementation of the roadmap*

*Selecting, designing and developing the functional requirements that need to be implemented*

*Monitoring the post-release focusing on requirements alignment to the project timeline and strategic objectives with opportunities to improve the adoption level (leveraging DAP)*

Objectives

1. Define the **strategic objectives** and the design of the **Target Operating Model**
2. **Identify targets** and expectations of **key stakeholders**

1. Define the **specific technical** and **functional needs** of the Organization
2. Identification of a long **list of initiatives to enable** the strategic objectives

1. Guarantee the **alignment with defined strategic objectives**
2. Provide **support to fill the gaps** and fit with the requirements
3. Ensure the configuration of **Digital Adoption Platform**

Main Activities

- Envisioning LAB & strategy definition
- Stakeholder Map & Change Readiness Assessment
- Project Manifesto
- Assessment As-Is and gap analysis
- Benchmarking analysis
- To-Be Model design and evolutionary roadmap identification (quick-wins and major projects)

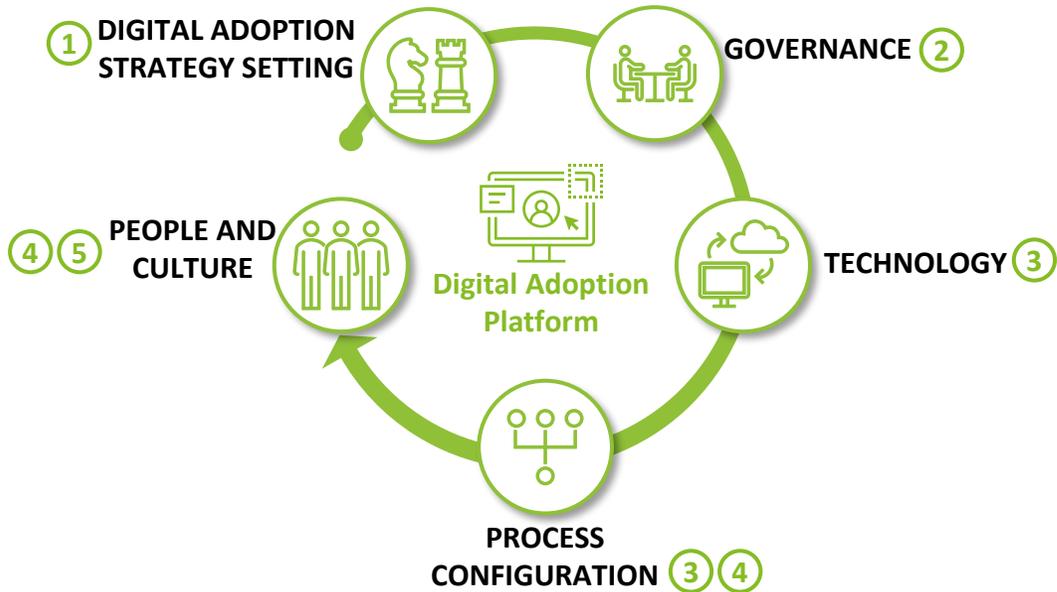
- System identification and deployment
- Business processes analysis (workflow diagram co-design)
- Communication Plan & Project Manifesto
- Change Impact Assessment
- Testing and Q&A (Train-the-Trainer)
- Training materials
- Training plan roll-out
- Engagement & Adoption activities design and roll-out

- Hypercare
- Maintenance
- Knowledge transfer
- Adoption monitoring
- Resistance to adoption management
- Post go-live support

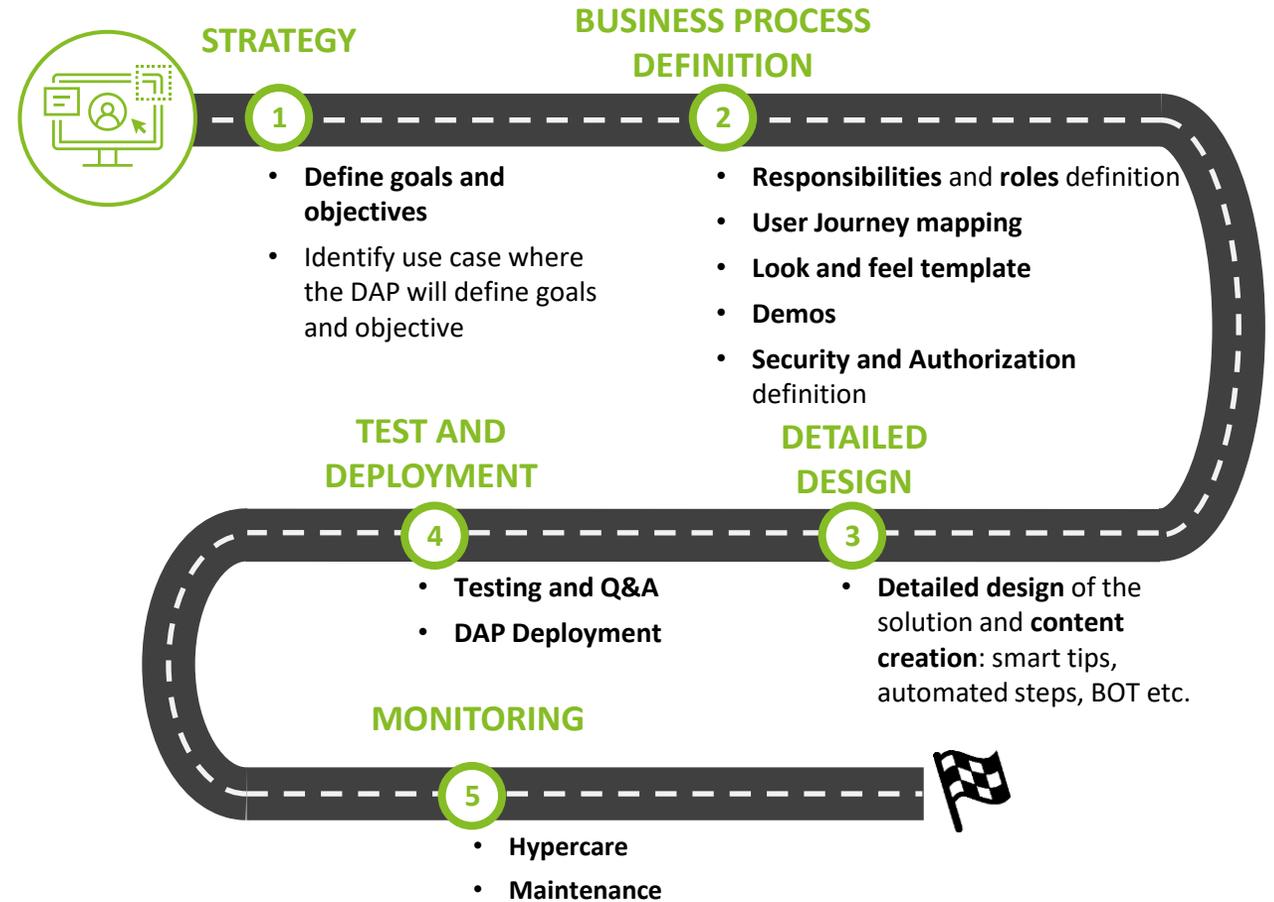
LEGEND Organization Design Change Management

In particular, thanks to our Deloitte DAP Methodology, we are able to ease a new IT system integration supporting Organizations along the Post Implementation phase activities

### DAP's Implementation Framework



### Deloitte Methodology



**10+** Deloitte CM&OD resources certified on DAP implementation and configuration

# References



# Market Leader Human Capital Management (HCM) Suite assessment & new DAP configurations

## Leading Pharmaceutical Company

### Client's need

The Client requested to **streamline** the **adoption** of **Human Capital Management Suite assessment**, within the whole Group, **defining functional requirements** and subsequently **implementing a Digital Adoption Platform**

### Project Approach

#### Main Activities

- **Assessment As-Is** to understand current gaps for **HCM Suite assessment** and the **DAP configurations** built on them
- Developing of a **new system solutions to solve current system' gaps** on HCM Suite assessment and **meet new functional requirements** emerged during the assessment phase
- **Deploying new** management suite **implementations** as well as **new DAP configurations** to guide users and **increase the HCM suite UX and adoption**

# DAP Implementation on Market Leader Travel Management solution



**Leading  
Telecommunications  
Company**

## Client's need

The Client requested the **implementation of a Digital Adoption Platform** to facilitate the adoption of **Travel Management platform**, reducing error, costs and **unlocking the full value** and potential of their Digital Transformation strategy

## Project Approach

### Main Activities

- Assessment of the Travel Management module of **Travel Management** System with the aim to **identify** the most **suitable DAP solution**
- Collection of the main system requirements in order to define DAP **use cases** and **design** the **relevant workflows**
- Designing of a **demo/PoC based on requested requirements** to **illustrate** the **potentials** of the final DAP solutions
- **Deployment of a DAP** to foster adoption and ease the usage of the Travel Management module

# Market Leader Human Capital Management (HCM) Suite assessment & DAP viability and configuration



**Leading Certification Services Company**

## Client's need

The client requested support for the **configuration of a DAP** to increase the adoption level of **HCM suite** within the Organization

## Project Approach

### Main Activities

- Assessment of **HCM System** with the aim to **identify** the most **suitable DAP solution** to be implemented on top of it
- Gathering of the main HCM requirements to define an initial PoC with the most relevant features to define DAP **use cases** and **design** the **relevant workflows**
- Design the **communication plan** to support the DAP adoption, highlighting functional **requirements** and **improvements** to **illustrate** the **potentials** of the final DAP solutions
- **Deployment of a DAP** to foster adoption and ease the usage of **HCM system**

## DAP configuration for Market Leader Customer Relationship Management (CRM) for onboarding and training activities

**Leading Industrial Manufacturing Company**

### Client's need

The Client requested to implement a **Digital Adoption Platform** to **simplify and improve users onboarding and training activities**, saving infrastructure cost and time, providing **full assistance and support to its employees**

### Project Approach

#### Main Activities

- Set up of **interviews to map the onboarding process** and **identify needs** of client employees at each step of the process
- Gathering **requirements** in order to set up **use cases** and design new **training and onboarding workflows**
- Socialization of a **demo/PoC** to help with the navigation of the new **CRM** application
- Building, deployment and testing of the DAP configuration
- Post-Implementation support to provide a clear **step-by-step guides** and **links to external resources** to onboard and train users on performing key processes in live application

## Business contact points



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