

Technology Adoption

Technology + People = Business Results

When you're adopting a new technology platform, the technology can be yours to mold. But your organization may yield less easily to change. If you take the easy path and overcustomize the technology to fit the organization, are you really moving forward? Achieving a return on a large, multiyear technology investment requires systems, processes and people that improve in step with one another. That takes leadership alignment and involvement; consistent, meaningful communication that addresses people's "me" questions; role-specific learning opportunities; accessible post-go-live support — and the bandwidth to make it all a priority.

Transform the old to embrace the new

A technology project offers plenty of technical must-dos. Understanding them is only half of the puzzle. Making the implementation effective also takes a commitment to the people-related must-dos — the steps that address the organizational impacts of new processes/new technology and preparing business units. These steps can be a scramble that diverts attention from the business for years after an implementation. Or they can be part of a comprehensive vision from the start.

Above all, effective communication is central to the transformation process. Deloitte experience shows that inadequate attention to change management issues can present a significant barrier to the successful implementation of Enterprise Resource Planning (ERP) solutions. Process automation can increase productivity, but it may also increase anxiety among employees. Stakeholders across your business want to know what's changing and when and how it will affect them. Achieving short-term wins and sharing measurable results under the guidance of effective leadership is a first step toward spreading peace of mind.

How we can help

Deloitte teams bring experienced professionals to work side-by-side with clients to implement new technology solutions, including SAP and Oracle; clinical information systems; emerging solutions such as Workday and SaaS; custom-built solutions; and others. Our approach includes change management, communications and end-user learning solutions, and we work with our clients from

analysis and recommendations through implementation. Together, we analyze the tactics and activities that can work effectively with the client's culture. We focus on the people and organizational issues that go along with technology implementations.

Our offshore capabilities include experience in more than 15 different tools for end-user courseware development, which results in faster turnaround of projects.

We can steer each client engagement through critical challenges such as:

- **Project team preparation.** Getting the project team selected, onboarded, oriented and trained is a critical first step in establishing an effective project team climate, culture and governance structure.
- **Stakeholder and leadership alignment.** Visible, active sponsorship and informed, engaged stakeholders are critical elements of technology adoption projects.
- **Communications planning and execution.** Whether through e-mail, Web sites, meeting presentations or social media, communications can be essential to adoption.
- **Organizational readiness.** Clients need to understand project-related changes and how they can affect their organizations.
- **End-user training.** No project can be considered successful if the users cannot use and ultimately adopt the system and process changes.



- **Organizational strategies.** New systems and processes can change end-user roles, competencies and metrics. Organizational impacts can even result in new internal groups, such as a Center Of Excellence or shared services organization, or changes to reporting relationships.
- **Change management.** A smooth transition can require participants to move up the “commitment curve” — from awareness to understanding and acceptance.

Bottom-line benefits

By anticipating and proactively addressing people-related issues, transitions can be more effective.

- Avoid prolonged productivity disruptions
- Achieve project goals and objectives more effectively
- Focus on the right activities
- Work with leaders through the transition
- Work with stakeholders to embrace new behaviors and practices
- Minimize transitional performance effects, and monitor progress after go-live

Four ways to get more value now

We’ve helped major organizations on technology adoption projects with business transformation results. Here’s some of what we’ve learned.

Plan ahead. Devote appropriate time and budget for change management before an ERP implementation begins.

Provide leadership. Lack of commitment at the executive level, or even outright resistance, can put the brakes on project benefits. Select, educate and involve the right leaders to help drive buy-in across the organization.

Engage stakeholders. The success of a global ERP strategy requires participation from business groups in every corner of the organization — and the world. Build change agent networks of local system specialists to support the project and their colleagues.

See the larger context. An ERP initiative can be one of an organization’s most important endeavors, but it isn’t the only one. It’s important to know about other enterprise initiatives to guard against any unplanned surprises on the path to implementation.

Technology adoption in action

- A global beverage manufacturer with a presence in more than 100 markets wanted to use an ERP implementation to transform and align its operations and finance functions across multiple geographies and business units. Working in 14 countries, from a blueprint that we designed, Deloitte led the client through leadership alignment, change readiness, organization design and the final transition. The result was increased process speed, better alignment and visibility, smoother knowledge transfer and reduction of risk.
- A global medical device and diagnostics company was engaged in a multiyear, multiphase order-to-cash supply chain transformation. Over the course of four years, Deloitte delivered on strategic change management, communications, accounts receivable training, organization design, decision rights and governance. As a result, the client was able to merge six accounts receivable organizations into a single practice and 13 order management contact centers into a single virtual call center that provided a single point of contact through four physical locations.
- A large aerospace products manufacturer needed to transform both its business processes and its information systems to support a full-rate production program. The new systems had to be flexible and adaptable to help make the company more competitive in a performance-based logistics environment. Deloitte worked with this client to launch the first phase of its SAP implementation while keeping manufacturing on schedule. The new solution consolidates financial data into a single system, enables real-time data reporting and increases data integrity. The success of this implementation has since provided the foundation for a much larger transformation.



Related insights

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Contacts

Tammie Potvin

Principal
Deloitte Consulting LLP
tpotvin@deloitte.com

DeAnna Bennett

Principal
Deloitte Consulting LLP
deannabennett@deloitte.com

Monique Francois

Senior Manager
Deloitte Consulting LLP
mofrancois@deloitte.com

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