IPLAN TRANSITION MODEL FOR ORGANIZATIONAL CHANGE MANAGEMENT

At iPlan, we work for the joy and adventure of being a trusted member of our client's team. For us, it's personal.

WHAT WE DO

iPlan contract to do the organizational change management work required to prepare the human capital of our clients for a discontinuous change event associated with new business system and/or business process implementations.

THE TRANSITION MODEL

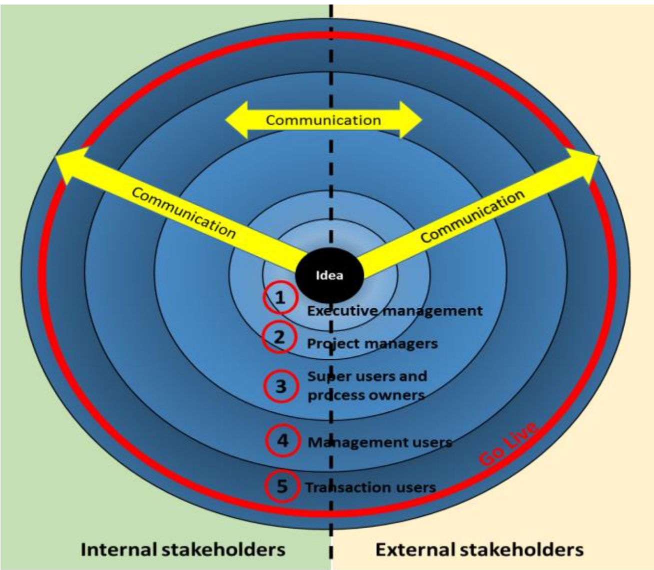
Our model is specifically designed for environments where the change at our client is planned to abruptly go live on a scheduled date. A transition is fundamentally about a change in people's interaction with their environment, in this case the new business processes and systems.

Our transition model is based on four principles:

1) ***We do not separate the people transition from the business processes*** – that is why our consultants are mainly industrial engineers with a solid understanding of business processes.
2) ***We use a stakeholder focussed approach*** – specific transition activities are designed for specific stakeholder groups.
3) ***We address the stakeholders in a specific sequence*** – we get buy-in from a group before moving on to the next.
4) ***Not all stakeholders are equal*** – in some groups we can tolerate some laggards, in other not. We accept that everybody will not be 100% ready at the go live and plan for this.

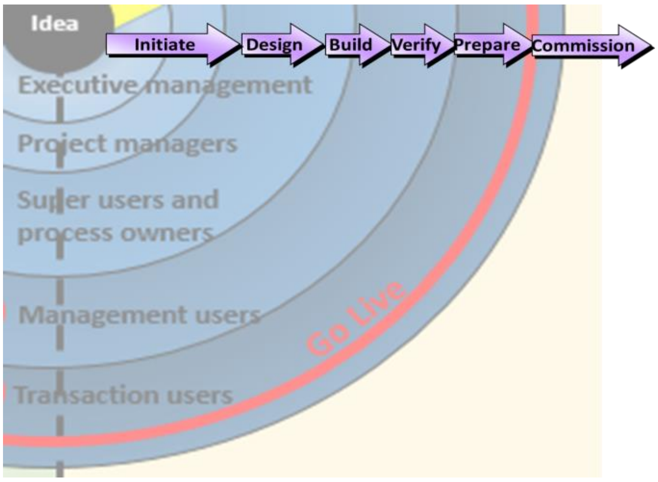
Between the date that the advocate of a change idea gets sponsorship and the date that we plan to go live with the implemented idea, the stakeholder groups must be addressed sequentially in order to get **a widening circle of change adoption**. On the day that we go live, we must be confidant that sufficient stakeholder readiness has been achieved among all stakeholder groups to minimize the business disruption and risk.

External stakeholders can be involved to different degrees and in the most extreme situation will mirror the stakeholder structure of our client.



THE TRANSITION METHODOLOGY

We map our transition model approach onto a waterfall type implementation methodology. This ensures that the transition activities are closely integrated with the technical design and implementation activities. As we move through the project implementation phases our transition focus moves to the next target stakeholder groups.



OUR TRACK RECORD

iPlan have repeatedly demonstrated our skill in preparing the human capital for a successful transition in the ERP, S&OP, WMS and logistics environment.

	Stakeholders	Stakeholder responsibility	What iPlan does
Sponsors	Executive management and steering committee	The sponsor/s of the transition. They appoint the team that will be responsible for executing the transition. They provide direction to the project team and make key tactical and strategic decision.	• Assist to clearly articulate and communicate the vision and purpose of the transition to the business. • Assist management to compile an effective project team that will serve as "change agents" for the transition. • Serve as independent advisors on organizational change issues to the steering committee
Change Agents	Program and project managers	These roles are appointed by the steering committee to handle the planning and coordination of the program and project activities.	• Support with guidance and advise in areas of the transition that they may be less familiar or experienced in. • Serve in a compliance capacity to ensure that the selected project methodology is applied as intended.
	Process owners and super users	This group (with support from external technical consultants) are responsible for executing the project activities. They are responsible for the detailed design and implementation of the new processes, systems and organization. They are the core "change agents" that must ensure the larger user community transitions as required.	• Prepare these individuals to effectively fulfil their role in the transition process, including education and training. • Support them in evaluation and validation of the designed and build processes in their areas of responsibility. A key part of this is to ensure an effective mapping of the designed process roles to the individual business users (called "role mapping"). • Ensure role and organization designs that conforms to good practices including segregation of duties and best practices.
Change Targets	Management users	This group will use the new processes and system for information purposes required for business control and decision making. They do not transact on the system.	• Perform concepts education (E.g. ERP, MRP); • Ensure that this group have a complete understanding of the implications of the new design from a control and information perspective. We help them understand what will change, how this impacts on their area of responsibility and what controls and information will be available after go-live. • Ensure that they are capable of accessing the required information after go-live. • Validate support for the transition
	Transaction users	This group will use the new processes and system on a day to day transactional basis after the go-live. They will maintain master data, enter transactional data and use operational information to make decisions.	• Identify skill and people capacity shortages and implement plans to resolve these (normally in collaboration with the HR function) • Perform concepts education (E.g. ERP, MRP) • Re-inforce process and system knowledge through simulation • Validate user readiness • Validate process compliance and effectiveness after go-live and take corrective action where required.