**Change Management Plan — Safaricom Digital Customer Service Portal**

**1. Purpose**

This Change Management Plan outlines the structured approach for managing organizational, technical, and user changes introduced by the Safaricom Digital Customer Service Portal project to ensure a smooth transition, minimize resistance, and maximize adoption.

**2. Change Management Objectives**

* Ensure seamless adoption of the new digital service platform.
* Minimize operational disruptions.
* Address resistance to change.
* Communicate effectively with all stakeholders.
* Support users through training and enablement.

**3. Types of Changes Covered**

* **Organizational Changes**: Team structure, workflows.
* **Process Changes**: Customer handling procedures, SLAs.
* **System Changes**: CRM integration, chatbot interface, API usage.
* **Policy/Compliance Changes**: Data protection procedures.

**4. Change Impact Analysis**

| **Change Type** | **Impacted Area** | **Severity** | **Impact Description** |
| --- | --- | --- | --- |
| CRM Integration | Customer service teams | High | New platform, training needed |
| AI Chatbot | End-user interaction | Medium | Shifts first contact from humans to AI |
| Data Compliance | Compliance Unit | High | New audit trail systems, reporting protocols |
| Workflow Digitization | All departments | Medium | New ticketing and resolution processes |

**5. Change Management Approach**

| **Phase** | **Description** |
| --- | --- |
| **Prepare for Change** | Identify change agents, assess readiness, develop communication plan. |
| **Manage the Change** | Execute communication and training plans, enable stakeholder support. |
| **Reinforce the Change** | Monitor adoption, address resistance, implement corrective measures. |

**6. Roles & Responsibilities**

| **Role** | **Responsibility** |
| --- | --- |
| Project Manager | Oversees change plan execution |
| Change Management Lead | Designs and leads change strategy |
| HR/Training Coordinator | Conducts user training and onboarding |
| Department Heads | Enforce change at operational levels |
| Communications Officer | Manages messaging and internal/external communication |

**7. Communication Plan**

| **Stakeholder Group** | **Message Focus** | **Channel** | **Frequency** |
| --- | --- | --- | --- |
| Executives | Business value, KPIs | Steering Committee, Email | Monthly |
| Customer Service Staff | How-to guides, new SOPs | Workshops, Manuals | Weekly |
| General Staff | Awareness, training opportunities | Town halls, Intranet | Bi-weekly |
| Customers | New features, usage tips | SMS, App, Social Media | At launch, then ongoing |

**8. Training and Support Plan**

* **Training Formats**:
  + Instructor-led sessions
  + On-demand video tutorials
  + Live Q&A webinars
  + User manuals and chatbot guides
* **Support Structures**:
  + Dedicated Helpdesk team
  + Champions/Super Users in each department
  + Feedback and support ticket system

**9. Resistance Management Plan**

| **Resistance Type** | **Strategy** |
| --- | --- |
| Fear of redundancy | Clarify roles, offer reskilling |
| Skill gap | Provide practical training sessions |
| Lack of awareness | Targeted communication and engagement |
| Technical difficulty | Offer user support and job aids |

**10. Change Readiness Assessment**

* Pre-launch surveys to assess user readiness.
* Pilot testing with a subset of departments.
* Readiness dashboard reporting adoption metrics.

**11. Change Monitoring & Evaluation**

| **KPI** | **Target** |
| --- | --- |
| Staff Training Completion | 95% trained by go-live |
| Portal Adoption Rate | 80% active usage after 1 month |
| Support Tickets Volume | < 10% increase post-launch |
| User Satisfaction (CSAT) | ≥ 85% |

**12. Tools & Resources**

* Microsoft Teams for collaboration
* Jira or ServiceNow for feedback and issues
* LMS platform for training content
* Survey tools for readiness and feedback