

## **Question & Answer for Change Impact Assessment**

### **Question:**

**Describe what is changing across process, system, technology, and roles and include which stakeholder groups will be impacted by this.**

**Could you please provide details on the changes across process, system, technology, and roles, and specify which stakeholder groups will be impacted by each of these changes?**

### **Answer:**

#### **Process Changes:**

- Customer Interaction Processes: Implementation of a new CRM system will streamline customer interactions, resulting in more efficient handling of queries and improved customer service.

- Impacted Stakeholders: Frontline Employees, Customers, Customer Experience Manager

- Internal Communication Processes: Upgrading communication platforms will enhance collaboration and information sharing among departments.

- Impacted Stakeholders: All employees, IT Department, Executive Leadership

#### **System Changes:**

- CRM Software Integration: A new CRM system is being introduced to manage customer data and interactions more effectively.

- Impacted Stakeholders: IT Department, Frontline Employees, Customers, Customer Experience Manager

- Data Analytics Systems: Advanced data analytics tools will be integrated to improve decision-making and operational efficiency.

- Impacted Stakeholders: IT Department, Data Analytics Lead, Executive Leadership

#### Technology Changes:

- New Communication Tools: Upgrades to internal communication platforms (e.g., Slack, Microsoft Teams) will provide better tools for collaboration.

- Impacted Stakeholders: All employees, IT Department

- Data Management and Analysis: Implementation of advanced data analytics tools will enhance the ability to gather and analyze large volumes of data.

- Impacted Stakeholders: Data Analytics Team, Executive Leadership, IT Department

#### Role Changes:

- Enhanced Roles for Frontline Employees: With new CRM software, frontline employees will have more responsibilities in managing customer interactions efficiently.

- Impacted Stakeholders: Frontline Employees, HR Department

- Leadership in Analytics: Data Analytics Lead will have an expanded role in leveraging new tools to guide strategic business decisions.

- Impacted Stakeholders: Data Analytics Lead, Executive Leadership

- Training and Support Responsibilities: The HR Training Coordinator will have additional responsibilities in developing and managing extensive training programs for employees.

- Impacted Stakeholders: HR Training Coordinator, All Employees

These changes collectively aim to improve operational efficiency, enhance customer satisfaction, and foster a more collaborative and data-driven organizational culture.

#### Question:

**For each of your change impacts identified, will this be considered a pain or a gain for your impacted stakeholder groups?**

**Answer:**

**1. Customer Interaction Processes:**

- Frontline Employees: Gain (Enhanced efficiency and improved customer interaction capabilities)
- Customers: Gain (Quicker responses and personalized service)
- Customer Experience Manager: Gain (Improved customer satisfaction metrics)

**2. Internal Communication Processes:**

- All Employees: Gain (Better collaboration and information sharing)
- IT Department: Pain (Initial workload increase for implementation but gain in long term)
- Executive Leadership: Gain (Streamlined communication and better decision-making)

**3. CRM Software Integration:**

- IT Department: Pain (Initial setup and integration challenges but gain in long term)
- Frontline Employees: Gain (More efficient customer data management)
- Customers: Gain (Improved service through better-managed interactions)
- Customer Experience Manager: Gain (Enhanced ability to monitor and improve customer interactions)

**4. Data Analytics Systems:**

- IT Department: Pain (Integration and system management challenges but gain in long term)
- Data Analytics Lead: Gain (Access to advanced tools for better analytics)
- Executive Leadership: Gain (Better data-driven decision-making capabilities)

**5. New Communication Tools:**

- All Employees: Gain (Enhanced tools for collaboration and communication)
- IT Department: Pain (Implementation and support demands but gain in long term)

#### 6. Data Management and Analysis:

- Data Analytics Team: Gain (More efficient data handling and analysis)
- Executive Leadership: Gain (Insightful analytics driving strategic decisions)
- IT Department: Pain (Initial setup complexity but gain in long term)

#### 7. Enhanced Roles for Frontline Employees:

- Frontline Employees: Gain (Skill development and efficiency but potential initial pain adapting to new tools)
- HR Department: Gain (Positive impact on training programs and employee development)

#### 8. Leadership in Analytics:

- Data Analytics Lead: Gain (Enhanced strategic role and influence)
- Executive Leadership: Gain (Higher quality insights for strategic planning)

#### 9. Training and Support Responsibilities:

- HR Training Coordinator: Pain (Increased workload but supported by a structured approach)
- All Employees: Gain (Improved support and training resources)

These change impacts are carefully assessed to balance the immediate challenges with the long-term gains, ensuring a smooth transition and maximum benefit for all stakeholders involved.

#### **Question:**

**How will stakeholders outside the organization (e.g., customers, suppliers) be impacted?**

**Could you please describe the impacts on external stakeholders such as customers and suppliers?**

#### **Answer:**

Customers:

- Improved Service Quality: Customers will experience quicker response times, more personalized service, and more efficient handling of their inquiries due to the new CRM system.
- Enhanced User Experience: With upgraded communication platforms and streamlined processes, customers will have a more intuitive and seamless interaction with the company, leading to higher satisfaction and loyalty.
- Faster Issue Resolution: Advanced data analytics tools will enable more accurate identification and resolution of customer issues, reducing wait times and increasing overall satisfaction.

#### Suppliers:

- Better Collaboration: Suppliers may benefit from improved communication and collaboration tools, which can facilitate more efficient information exchange and coordination.
- Streamlined Processes: The digital transformation efforts may necessitate adjustments in suppliers' processes to align with the new systems and workflows within the organization, potentially leading to more efficient and effective partnerships.
- Data Sharing: Enhanced data analytics capabilities may require suppliers to adopt more sophisticated data exchange protocols, which can improve the overall supply chain efficiency.

#### Question:

**\*What is the extent of the change on the impacted stakeholder groups (high, medium, low)?**

**Please specify the extent of change for each stakeholder group impacted.**

#### Answer:

##### 1. Executive Leadership: Medium

- Responsible for strategic oversight and ensuring alignment with business goals. They will need to adapt to new data-driven decision-making tools.

##### 2. IT Department: High

- Tasked with implementing new CRM software, upgrading communication platforms, and integrating advanced data analytics—which involves significant technical workload and system management.

3. HR Department: Medium

- Overseeing training programs and employee adaptation to new tools, requiring enhanced support and development efforts.

4. Customers: Medium

- Will experience improved service quality and faster issue resolution, impacting their interaction with the company significantly.

5. Frontline Employees: High

- Required to adapt to new CRM software and enhanced roles in customer interaction, necessitating thorough training and adaptation to new workflows.

6. Data Analytics Team: Medium

- Must leverage new tools for improved data management and analysis, impacting their daily operations and strategic contributions.

7. Customer Experience Manager: Medium

- Will need to monitor and improve customer interactions using new CRM data, requiring adjustments in performance tracking and management practices.

8. Business Partners: Low

- Need to align their processes with new systems, involving minor changes in data exchange protocols and collaboration practices.

9. Suppliers: Low

- Improved communication and collaboration tools will affect coordination, but only a minor adjustment in processes and data sharing will be needed.

**Question:**

**How supportive will impacted stakeholders be of the change (high, medium, low)?**

**Please specify the level of support you anticipate from each stakeholder group.**

**Answer:**

1. Executive Leadership: High

- Executive leadership understands the strategic benefits of the digital transformation and is committed to driving the change.

2. IT Department: Medium

- While they recognize the long-term benefits, the significant initial workload may cause some resistance.

3. HR Department: Medium

- Supportive due to the opportunity for enhanced training programs, but concerned about the additional workload.

4. Customers: Medium

- Positive about the potential improvements in service but may have concerns about the transition period.

5. Frontline Employees: Medium

- Enthusiastic about new tools improving efficiency, but there may be some apprehension about adapting to new workflows.

6. Data Analytics Team: High

- Eager to leverage advanced tools to enhance data management and analytical capabilities.

7. Customer Experience Manager: High

- Strongly supportive as the new CRM system will significantly improve customer satisfaction metrics.

8. Business Partners: Low

- May have concerns about the changes required in their own processes and the need to align with new systems.

#### 9. Suppliers: Low

- Likely to be neutral or slightly resistant due to minimal direct benefit and the need for process adjustments.

#### **Question:**

**Specify each stakeholder group you anticipate resistance for.**

#### **Answer:**

##### IT Department:

- Details: The significant initial workload for implementing new CRM software, upgrading communication platforms, and integrating advanced data analytics tools could lead to resistance. There may be concerns over the resource allocation, possible system downtime, and the complexity of managing new systems.

##### 2. HR Department:

- Details: While supportive of the enhanced training programs, the HR department might resist due to concerns about the additional workload involved in developing and managing comprehensive training initiatives. There could be apprehension about the adequacy of resources to support this change.

##### 3. Frontline Employees:

- Details: Frontline employees may show resistance due to the need to adapt to new CRM software and enhanced roles in customer interaction, requiring them to learn new workflows and tools. There might be fear of the unknown and anxiety about their ability to cope with new technologies.

##### 4. Customers:

- Details: Although they will ultimately benefit from improved service quality, customers may resist the change during the transition period due to potential disruptions in service and the learning curve associated with new interaction methods.



#### 5. Business Partners:

- Details: Business partners might resist aligning their processes with the new systems, as it may require changes in their current workflows and data exchange protocols. The perceived lack of direct benefit and the effort needed to integrate with new systems could lead to resistance.

#### 6. Suppliers:

- Details: Suppliers may resist the change due to the need for process adjustments and the adoption of more sophisticated data exchange protocols. The minimal direct benefit to their operations could contribute to their reluctance.

These anticipated resistances are expected due to a combination of workload, adaptation challenges, and perceived inconvenience during the transition phase. Addressing these concerns through clear communication, comprehensive training, and robust support mechanisms will be essential to mitigate resistance.

#### **Question:**

**For each of your stakeholder groups impacted, specify what they need to be aware of before, during, and after go live?**

**Could you please detail what each stakeholder group needs to be aware of in the stages before, during, and after the go-live phase of the change?**

#### **Answer:**

##### 1. Executive Leadership:

##### - Before Go-Live:

- Clear vision and strategic goals of the transformation.
- Key performance indicators (KPIs) to monitor progress.
- Resource allocation and budget considerations.

##### - During Go-Live:

- Real-time updates on progress and challenges.
- Immediate decisions on any escalation issues.

- Communication strategies to ensure organization-wide alignment.
- After Go-Live:
  - Performance reviews against KPIs.
  - Strategic adjustments based on initial outcomes.
  - Long-term sustainability and continuous improvement plans.

## 2. IT Department:

- Before Go-Live:
  - Detailed project plan and timeline.
  - Training on new systems and software.
  - Risk assessment and mitigation strategies.
- During Go-Live:
  - Real-time monitoring and troubleshooting protocols.
  - Escalation paths for technical issues.
  - Coordination with other departments for seamless integration.
- After Go-Live:
  - Post-implementation support structures.
  - Continuous monitoring and optimization.
  - Feedback loops for ongoing improvements.

## 3. HR Department:

- Before Go-Live:
  - Training schedules and materials for employees.
  - Employee engagement and communication plans.
  - Change management support strategies.

- During Go-Live:
  - Support structures for employee queries and issues.
  - Real-time feedback mechanisms.
  - Coordination with IT for technical support.
- After Go-Live:
  - Assessment of training effectiveness.
  - Ongoing support and additional training sessions.
  - Employee morale and adaptation tracking.

#### 4. Customers:

- Before Go-Live:
  - Communication about upcoming changes and benefits.
  - Transitional customer support plans.
  - FAQs and self-help resources.
- During Go-Live:
  - Continuous updates on service status.
  - Enhanced support for any transitional issues.
  - Clear communication to manage expectations.
- After Go-Live:
  - Surveys to gauge customer satisfaction.
  - Communication of resolved issues and improvements.
  - Continuous engagement to enhance loyalty.

#### 5. Frontline Employees:

- Before Go-Live:

- Detailed training on new systems and processes.
- Clear understanding of new roles and responsibilities.
- Support channels for questions and concerns.
- During Go-Live:
  - Ongoing training support.
  - Immediate assistance for real-time issues.
  - Clear communication of any process changes.
- After Go-Live:
  - Continuous skill development programs.
  - Performance review and feedback sessions.
  - Support for long-term adaptation.

#### 6. Data Analytics Team:

- Before Go-Live:
  - Training on new analytics tools and software.
  - Understanding of new data management processes.
  - Clear data governance and security protocols.
- During Go-Live:
  - Real-time support for data integration issues.
  - Immediate access to technical assistance.
  - Coordination with IT for any system-related concerns.
- After Go-Live:
  - Ongoing data quality assessments.
  - Continuous learning and tool optimization.
  - Regular updates on analytics outcomes and insights.

## 7. Customer Experience Manager:

- Before Go-Live:
  - Comprehensive understanding of new CRM capabilities.
  - Training on using CRM data for customer satisfaction.
  - Clear metrics for measuring success post-implementation.
- During Go-Live:
  - Monitoring of customer interactions.
  - Real-time feedback mechanisms.
  - Coordination with frontline employees and IT.
- After Go-Live:
  - Performance reviews and adjustments.
  - Continuous improvements based on customer feedback.
  - Reporting on customer satisfaction metrics.

## 8. Business Partners:

- Before Go-Live:
  - Communication of upcoming changes and their impact.
  - Adjustments required for alignment with new systems.
  - Clear guidelines for data exchange and collaboration.
- During Go-Live:
  - Real-time updates and coordination.
  - Immediate support for any process alignment issues.
  - Continuous communication to ensure seamless integration.
- After Go-Live:

- Ongoing collaboration and support.
- Regular review meetings to ensure alignment.
- Continuous improvement initiatives.

#### 9. Suppliers:

- Before Go-Live:
  - Notification of upcoming changes.
  - Requirements for process adjustments.
  - Updated data exchange protocols.
- During Go-Live:
  - Real-time communication of any issues.
  - Support for necessary adjustments.
  - Continuous updates on progress.
- After Go-Live:
  - Regular feedback sessions.
  - Continuous process optimization.
  - Reinforced communication and collaboration strategies.

#### Question:

**For each of your stakeholder groups impacted, are there any actions they will need to perform before, during, and after go-live?**

#### Answer:

1. Executive Leadership:
  - Before Go-Live:
    - Ensure proper resource allocation and budgeting.
    - Communicate the vision and strategic goals to the entire organization.
    - Establish clear KPIs and oversight mechanisms.

- During Go-Live:

- Provide immediate support for any escalations.
- Monitor real-time progress and address any challenges promptly.
- Maintain strong communication channels to reassure the organization.

- After Go-Live:

- Conduct performance reviews and strategic adjustments.
- Foster a culture of continuous improvement.
- Ensure long-term sustainability and alignment with business goals.

## 2. IT Department:

- Before Go-Live:

- Complete all system configurations and integrations.
- Conduct thorough testing of new systems and software.
- Develop risk mitigation and troubleshooting plans.

- During Go-Live:

- Monitor system performance and address technical issues in real-time.
- Provide technical support to employees and other departments.
- Coordinate closely with the change management team for seamless operations.

- After Go-Live:

- Offer continuous technical support and system optimization.
- Gather feedback and make necessary adjustments.
- Maintain the new systems and ensure their efficiency.

## 3. HR Department:

- Before Go-Live:

- Finalize training schedules and ensure all materials are prepared.
- Communicate the change to employees and engage them in the process.
- Set up support structures to assist employees during the transition.
- During Go-Live:
  - Facilitate ongoing training sessions and provide real-time support.
  - Gather and respond to employee feedback.
  - Coordinate with IT for any technical training needs.
- After Go-Live:
  - Assess the effectiveness of the training programs.
  - Offer additional training and support as needed.
  - Monitor employee morale and adaptation to the new systems.

#### 4. Customers:

- Before Go-Live:
  - Review communications about upcoming changes and benefits.
  - Prepare for any transitional changes in their interaction with the company.
  - Familiarize themselves with FAQs and self-help resources.
- During Go-Live:
  - Utilize enhanced support channels for any issues.
  - Stay updated on service status and changes.
  - Provide feedback on the new experience.
- After Go-Live:
  - Participate in surveys to provide feedback on the changes.
  - Continue engaging with the company through improved channels.
  - Benefit from the improved service quality.



#### 5. Frontline Employees:

##### - Before Go-Live:

- Complete all required training on new systems and processes.
- Understand their new roles and responsibilities.
- Identify and utilize support channels for any queries.

##### - During Go-Live:

- Apply the new processes and tools in their daily tasks.
- Seek immediate assistance for any real-time issues.
- Provide feedback on the new workflows.

##### - After Go-Live:

- Engage in continuous skill development programs.
- Participate in performance reviews and feedback sessions.
- Adapt to long-term changes and optimize their roles accordingly.

#### 6. Data Analytics Team:

##### - Before Go-Live:

- Complete training on new analytics tools and software.
- Ensure understanding of new data management processes.
- Establish data governance and security protocols.

##### - During Go-Live:

- Address real-time data integration issues.
- Monitor data quality and system performance.
- Coordinate with IT for any necessary support.

##### - After Go-Live:

- Conduct ongoing data quality assessments.
- Optimize the use of new tools for better analytics.
- Provide regular updates on analytics outcomes.

#### 7. Customer Experience Manager:

- Before Go-Live:
  - Familiarize with new CRM capabilities and training.
  - Set clear metrics for measuring post-implementation success.
  - Coordinate with relevant teams for a smooth transition.
- During Go-Live:
  - Monitor customer interactions and gather real-time feedback.
  - Address any immediate issues that arise.
  - Ensure coordination with frontline employees and IT.
- After Go-Live:
  - Conduct performance reviews and adjust strategies as needed.
  - Implement improvements based on customer feedback.
  - Report on customer satisfaction metrics.

#### 8. Business Partners:

- Before Go-Live:
  - Align their processes with the new systems.
  - Prepare for data exchange and collaboration adjustments.
  - Communicate any concerns and seek clarifications.
- During Go-Live:
  - Update their processes to align with new systems.

- Communicate any issues they face and seek support.
- Ensure continuous coordination for seamless integration.
- After Go-Live:
  - Participate in regular review meetings to ensure alignment.
  - Collaborate on continuous improvement initiatives.
  - Maintain effective communication channels.

#### 9. Suppliers:

- Before Go-Live:
  - Adjust their processes as required for alignment.
  - Update data exchange protocols.
  - Prepare for any necessary adjustments during the transition.
- During Go-Live:
  - Communicate any issues in real-time and seek support.
  - Make necessary adjustments to align with the new systems.
  - Stay updated on progress and changes.
- After Go-Live:
  - Participate in feedback sessions.
  - Optimize processes continuously.
  - Ensure strong communication and collaboration.