



## CASE STUDY

# Best Foot Forward; Preparing Business Users to Maximise the Value of Complex Digital Transformation Change.

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of Complex Digital Transformation Change.



In today's digital world, technologies are constantly evolving at a rapid pace. Technology investments can reach into the multi-millions, yet very little investment is made to ensure that once delivered, end users are able – and have the desire – to adapt and adopt the new technology. Without this, you will have a shiny set of new tooling and functionality which is not utilised properly and does not deliver the benefits you had hoped for. In this article, we look at how Lean Tree supported our client, a global high street retailer, to prepare its people and business for change as part of its digital transformation.

### The Challenge:

British footwear giant, Clarks, is a global manufacturer and retailer with hundreds of stores spanning numerous markets and types. However, due to a lack of technology investment, it needed to embark on a significant digital transformation to ensure it was not only well positioned to realise future growth and success, increase revenue, and optimise business operations and customer experience, but also to reduce vulnerability, with its aging infrastructure becoming increasingly difficult to service and reaching end of life.

Alongside several other complex and large-scale transformation programmes that were rolling out across the business at the same time, the goal was set to implement a new state-of-the-art, best in class point of sale (PoS) solution in over 600 stores across the UK, US, and Europe. Due to the challenges with its systems, an aggressive and immovable deadline was set to complete roll out of the new PoS in less than 18 months whilst avoiding peak trading periods and without compromising business targets.

The challenge of readying over 1,000 end business users across multiple different continents, locations, departments and even languages loomed. With limited business resource and capacity to navigate the change alongside BAU roles, and lack of a dedicated change or readiness function, we were engaged to lead a business readiness stream, leveraging our change and transformation expertise to prepare and support the business teams impacted by the change.



## The Solution:

The key to success would be to maximise value through people and organisational readiness. Therefore, as part of the programme, we lead the business readiness stream with the goal of ensuring all impacted business teams were prepared for the change and able to operate effectively from day one. Acting as both a conduit for the technical teams, and an extension of the business teams.

Our approach was to design a comprehensive readiness plan, providing highly tailored outcomes for each stream to ensure the organisation and its people received what they needed to understand and prepare for the change.

The function covered various streams of activity with specific objectives for each, including:

### Understand the Impact:

*Documenting the processes of today, building a comprehensive understanding of the way the business operated, the way the new tooling worked, and the functionality it had.*



This allowed us to build a clear picture of how the business would operate moving forward, creating 'to-be' processes, completing over 50 change impact assessments, mapping core end-to-end journeys and carrying out gap assessments.

By having an experienced team with an extensive understanding of transformation and change of this nature, we were able to leverage our expertise to quickly and efficiently form a complete and comprehensive understanding of the client's change requirements and the impact on end users and wider business operations. We targeted key areas that, from experience, were high risk, addressing and mitigating these early on to ensure the client was fully prepared for the future state.

### People and Communication:

*Understanding the core reason for change alongside the people impacted, to bring them on the journey, support and inform them as they prepared for the change.*

We identified all impacted stakeholders and worked with them to help align expectations between the business and the programme. Ensuring they stayed informed and had the relevant information they needed in a consumable way. This was especially important when translating the wide range of complex information from the array of technology teams and partners. We created and implemented a comms strategy and plan spanning various mediums that catered for all teams, to ensure all comms were tailored to the needs of each impacted user, and we were giving the right message in the right format and at the right time.

### Training:

*Equipping business users to operate effectively from day one through highly customised and comprehensive training solutions.*

We enabled successful tooling adoption by the business teams through delivery of over 100 hours of training

via a bespoke training strategy, leveraging a train-the-trainer approach to reach over 600 stores in quick succession. We curated custom training material, tailored to organisational ways of working in various formats, including videos, quick guides, and training workshops, and built an extensive knowledge hub to ensure accessibility of material post-implementation – all of which set the foundations for continuous improvements and future changes.

### Readiness & Hypercare:

*Carrying out readiness activities to supporting the business as it prepares for go live and protect business operations.*

We focused on supporting user and business testing to ensure business processes and outcomes were thoroughly assessed and accurate, minimising issues that were discovered after the solution had been delivered to the end-users, or worse end-customers.



We also assisted with cutover planning, installation readiness and provided first-line support during rollout to stores. Through offering a dedicated business hypercare we were able to triage and provide guidance as end users adjusted to the new system, carrying out root cause analysis and directing issues accordingly, aligning with and feeding into programme hypercare.

### Embedding Change and Transition to BAU:

*Embedding lasting change practises within the teams and organisation, enabling them to successfully navigate future changes.*

We worked with the business post-implementation to support them as they navigated new BAU operations, providing support and triage sessions. This helped teams build the capability to self-service, perform root cause analysis autonomously and embed new ways of working. We were also on hand to guide and advise team members as they adjusted to new roles and responsibilities, ensuring lasting confidence following programme closure.

“ It was hugely beneficial to have the Lean Tree Change Management team as support during our transformation. The main impact that Lean Tree had on the project, was that the project launched on time and to plan, because all necessary parties that needed to be involved with the delivery were engaged and understood what part they played. For a project this size, that was a huge success.

The support that Lean Tree provided with other stakeholders was hugely beneficial. They really took the time to try and understand people's perspectives to find a solution that where possible suited everyone. The team were very approachable, friendly and efficient, understanding the importance of working at pace.

I would absolutely recommend Lean Tree's services, a great team to work with. They deliver on what they say they will, on time and to a high standard.

**Feedback from one of our Key Business Sponsors**



## How We Made a Difference:

Through our extensive expertise supporting digital transformation, we partnered with our client to provide a tailored approach which supported all teams throughout the transition.

Our independent approach meant our commitment was to our client, ensuring successful delivery across all systems, solutions, and integrations, landing the change effectively with the business to enable the benefits to be realised sooner.

- Delivered to agreed timeframes, on time and within budget.
- Successfully navigating transformation activities around peak periods, without compromising business results.
- Developed a bespoke training strategy for over 600+ stores and delivered 100+ hours of training to drive early adoption across 1,000+ people across multiple continents, speaking various languages.
- Prepared end-users across the business teams impacted to successfully navigate the change whilst balancing their workloads, and seamlessly transition to a new BAU state.
- Coached, developed, and applied an Agile mindset to increase ownership and responsibility more adaptive problem solving with less stress.
- Enabled longer term agile delivery and change capabilities within the client.
- Identified transformation efficiencies and reduced risk within the teams.

I would never under-estimate the importance of Business Change when undertaking a complete Point of Sale (POS) transformation, whether one store, or like us, over 600 stores across many territories. The change work, from understanding the current processes, the new tooling to be implemented and the work required to enable success, and especially with a fixed deadline, and regardless of the transition into a BAU steady state, is absolutely imperative to drive complete confidence and success for any business, from individual store assistants, through to the bottom line profit. And that is exactly where and what Lean Tree delivered for us. An engaging, professional, knowledgeable team of consultants who worked tirelessly with us against our deadline and delivered change beyond expectations!

**Meriel Neighbour, Head of Digital Product Delivery & Transformation at Clarks**

## Can We Help You Put Your Best Foot Forward?

To find out more about the role that Lean Tree can play in your organisations' transformation, get in touch.



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