



## **CMC Change Management, Transition and Training**

**Combined Management Consultants (CMC) is a quality independent ERP, Project Management, Business and IT Consulting organisation.**

CMC has over 29 years experience in providing Strategic ERP Consulting and Project Management Services to over 100 organisations across a range of industries including Distribution, Manufacturing, Warehouse Management, Supply Chain, Retail, Telecommunications, Finance and Government.

We have a team of highly experienced and qualified Change Management, Transition and Training Specialists, all of whom assist organisations in leading and managing change projects designed to improve business performance.

### ***Change Management for ERP Projects***

The decision that an organisation makes to embark on a major ERP implementation or upgrade project is an important one that represents a significant investment in time, resources and money.

These projects usually bring substantial change to organisational policies, structures, work processes, job roles and information management practices which will all affect the future capability of your business.

CMC is very experienced at assisting organisations with the challenges associated with business system and technology projects and the significant change that such initiatives can bring to the business and its people.

### ***CMC's Approach***

CMC has a strong commitment to ensuring that our Change Management, Transition and Training activities are practical and sustainable and support the business throughout the duration of the project and beyond.



### **Focus on Mentoring and Skills Transfer**

Our approach focuses on mentoring and skills transfer of Change Management, Transition and Training knowledge and expertise.

Where possible, we recommend that your staff work alongside CMC's Consultants to ensure that knowledge and capability is retained within your organisation. We focus on producing quality, timely deliverables so that project goals, business outcomes and self sufficiency are realised at the earliest opportunity.

CMC has an extensive library of Change Management and Transition Templates that can be utilised to fast track our clients Change Management initiatives.

Proven and thoroughly documented methodologies such as the Rummier-Brache organisational design and development methodology, APT Project Management and Kotter Change Leadership methodologies underpin our Change Management engagements.

### ***Value of Change Management***

The implementation of any strategic business or technology project can cause major changes to an organisation, particularly in the areas of management responsibilities, team structures, business processes and staff KPI's.

The challenge of building a new organisational structure to drive the business into the future following a strategic project deployment is a task for which most executives are not experience in or well equipped. Change Management is required to put a strategic perspective on how the organisation will transition from the pre project state to the post implementation state.



Organisations are typically set up to deliver against certain expectations that change significantly when a new business system is implemented. Many senior and middle level managers are often unaware of the impact of the changes that will occur through the transition process and need assistance to:

- ✓ Define the organisational structure for the business going forward;
- ✓ Identify individuals and roles that need to be promoted, supported, trained or made redundant; and
- ✓ Define the roles and responsibilities of their teams moving forward.

On a practical level, the following relationships will also require review and potential transition:

- ✓ Department / divisions within your organisation;
- ✓ External parties such as suppliers, customers and business partners; and
- ✓ Relationships between the affected business and the rest of the organisation (particularly for multinationals).

### **Change Management Benefits**

The benefits and results that can be expected from a well structured and pragmatic Change Management and Transition Program include:

- ✓ An organisation that is structured effectively to meet the current and future demands of the business.
- ✓ Well understood and measurable new KPI's (Key Performance Indicators) and KRA's (Key Result Areas) that are engineered to promote business objectives.
- ✓ Clearly defined roles, responsibilities and reporting hierarchies.
- ✓ A strategy for effective communications to internal and external parties that provides a consistent message that reflects the executive's preferred direction.

*"We engaged a number of resources from CMC to assist with our ERP implementation project. CMC's Change Manager, Project Manager and Financial Consultant were highly competent in their fields of expertise and delivered the value we were looking for.*

*CMC's Consultants focused on mentoring and coaching our internal staff and passing on their knowledge. Everyone who worked on the project benefited from their involvement".*

**Ole Elsaesser**  
**General Manager, Corporate and IT**  
**Meat and Livestock Australia**

- ✓ Reduced stress and concern about planned changes that can often arise through lack of information sharing and participation.
- ✓ Minimising the risk to "business as usual" activities" through effective change planning.
- ✓ Increased confidence through timely training and skills "uplift".
- ✓ Improved readiness to accept and work with the planned changes through an increased understanding of the new information system functionality and work processes.
- ✓ A strong understanding of the benefits, breadth and depth of change and the level of impact on business structures, policies, work processes, job roles and organisational functions.
- ✓ Timely feedback on progress to achieving Change Leadership and Transition Management goals and improving performance along with guidance on actions to get "back on track" where necessary.
- ✓ Improved communication and feedback opportunity for staff impacted by the changes.



## Change Management and Transition Activities

A Change Management and Transition Program is recommended for most implementation projects. Activities and deliverables usually include:

- ✓ **Establish a Change Leadership Team**  
Supports the internal efforts to lead and navigate the change route.
- ✓ **Change Readiness / Awareness Assessment**  
Assists the organisation to understand the impact to the business and level of the anticipated change associated with the project.
- ✓ **Change Management and Transition Plan**  
Describes the scope, activities, deliverables, budget and timelines associated for the duration of the change project. This also describes the elements of Change Management that can realistically be delivered prior to, during and after “go live”. It also ensures that “business as usual” activities are prioritized.
- ✓ **Communication Plan**  
To provide key “good news” and “achievement” messages on the strategic direction and growth of the business to executive management, staff, customers, suppliers and business partners.
- ✓ **KPI Indicators and Measurements Document**  
A framework of measures assists in determining performance and achievement levels expected from the various departments within the business.
- ✓ **Training Requirements Analysis**  
To identify training requirements within the business to ensure that all staff have the correct skills and knowledge to deliver their KPI's.

## CMC Clients

CMC has conducted Change Management, Transition and Training assignments with clients across a variety of industries. Some of our clients include:

- AAPT
- Australian Broadcasting Corporation (ABC)
- Bradnam Group
- Cochlear



- Dairy Farmers
- Department of Housing
- Downer EDI Mining
- Environment Protection Authority
- HIH Winterthur
- Manassen Foods
- Meat and Livestock Australia (MLA)
- NSW Health – Peak Purchasing Council
- Oracle Australia
- Pernod Ricard Pacific
- Retravision
- Sapphire Aluminium Industries
- Sandvik Mining and Construction
- Suncorp / GIO
- Techtronic Industries (Ryobi, AEG and Milwaukee Power Tools).

---

**Combined Management Consultants**  
PO Box 511 Manly NSW 1655  
Ph + 61 2 9977 8338 | Fax: + 61 2 8456 5971  
ABN 17 001 982 716 | [www.cmcaust.com](http://www.cmcaust.com)