

CASE STUDY

# Change Management Accelerates Finance Organization Transformation



## THE CHALLENGE

iTalent Digital's high-tech Fortune 100 client needed to accelerate business transformation across their 1,800 person finance organization to align business investments with finance capabilities and their long-term strategy. The adoption of a flexible and responsive structure regardless of the project life cycle choice (Waterfall, Agile, or Hybrid) was also required to enable optimal service delivery with consistency and ability to scale.


## THE SOLUTION

iTalent pioneered a first-in-class change management solution that provides consistent, scalable and comprehensive processes and collaborative tools that enable customers to transform more quickly in the rapidly shifting business environment of our Digital Age. The change management foundation of standard services and deliverables with adaptive delivery models for managed services, programs, and consulting services renders better service delivery with reliable and flexible coverage.

iTalent designed adaptable service models to drive cost optimization for the business. Leveraging foundational capabilities for services and deliverables, we created integrated portfolio views to provide change insights for real-time visibility into the business transformation process. Additionally, leading collaboration and business intelligence platforms were applied to provide integrated portfolio views so that business leaders gain:

- Visibility of change saturation for improved insights into the overall business transformation vision and minimization of risk
- Interactive business readiness readings across the change portfolio to lift user adoption and satisfaction in a new business environment
- Insights into volume and types of communication delivered to the business for improved message clarity and optimization of message frequency
- The ability to see the impact of training and its timing on business groups to ensure operational performance





The change management capabilities were designed to be flexible and responsive regardless of the project life cycle choice: Waterfall, Agile, or Hybrid. In an Agile project environment, our solution enables the change management teams, deliverables, and processes to:

- Adapt to Agile's iterative approach, which significantly reduces the magnitude of changes related to each software release, but greatly increases their frequency, driving a change plan that adapts rapidly and frequently over the course of a project.
- Impel a more tightly coupled change, project and stakeholder engagement with a high level of involvement throughout the development process.
- Adapt change impact and training content in response to design changes during the development phase (iterative Scrum).

## BUSINESS RESULTS

iTalent's change management solution contributed to projects delivering over **\$20 million in benefits** within the finance organization in a single quarter, as well as **40% more scalability** and a **4% quality improvement**, all while **decreasing costs by 30%**. All of these benefits were delivered not only without an increase in resources, but during a net resource reduction.

## BENEFITS

The solution focuses on the most valuable aspects of change management. Visibility into the magnitude of change impacting the business enables project flexibility and increases stakeholder engagement to better prepare teams to transition successfully. **The key benefits include reliable business transition, increased agility and speed, and sustained user adoption**, which work together to drive repeatable and scalable business value for customers.

“ I am so impressed with what your team has accomplished in 3 short months. You are running circles around our other vendor (big 4) that is also providing a managed service.”

— Director of Finance, Fortune 100 High-Tech Company

## ABOUT ITALENT DIGITAL

iTalent Digital is a global woman- and minority-owned software engineering and full-service tech consulting company headquartered in Silicon Valley that champions the people side of tech. We help companies achieve exceptional business outcomes through a suite of digital transformation services such as enterprise collaboration, personalization and unified search, business insights and analytics, cloud and software development, and Change as a Service (CaaS).

The team has numerous awards to its name, including 25+ Stevie® Awards, two Forrester Groundswell Awards, five Khoros Awards, two Globee® Disruptor Company of the Year Awards, two Cisco Responsible Procurement Awards, and many others.



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