

## Align Business Strategy and IT with Company Culture to Accelerate Digital Transformation

Organizational Change Management Services by NTT DATA

### Why NTT DATA?

- 12<sup>th</sup> largest consulting services provider with comprehensive, proven technology and business expertise
- Over 25 years of experience delivering positive change
- More than 1,000 consulting professionals

### Our OCM experts are:

- Deeply skilled with managing the complexities of global rollouts for manufacturers and commercial industries
- Adept at understanding cultural nuances and multiple languages on every continent
- Experienced with recruitment and training involving the relocation of staff
- Knowledgeable about local laws and compliance requirements on the world stage

### To thrive, not just survive, in today's evolving economy, businesses must embrace change

Traditionally, organizations have developed silos according to their business functions, but business transformation forces cross-silo collaboration and a shift in thinking. In a transformed environment, the habit of each team to prioritize its own work is no longer viable. To successfully replace those obsolete behaviors with an environment of collaboration, it's critical to leverage the big-picture vision from the top down.

### Digital transformation forces the workplace to adapt to a dynamic model

Readiness is everything: People facing a "new normal" must be adequately prepared. At NTT DATA Services, we ensure that your organization can manage the people aspect of an implementation, as well as meet your targeted rollout date, by helping anticipate the inevitable acceptance hurdles that come with transition. We've determined that it takes about 90 days from the point at which change happens for change to be successfully adopted, so our organizational change management (OCM) engagements continue throughout this post-change period and, in some cases, longer. The depth of our methodology is unique: We understand that, while communications and training are certainly foundational steps of successful change management, they're actually just the beginning. That's why we ensure sponsorship of, and readiness for, the coming change throughout the organization, so the requisite beliefs and behaviors are thoroughly socialized among all teams and people feel prepared for what is to come.

### OCM positively impacts culture while transforming production and services

Cultural transformation is, at its heart, about people; and people are notoriously resistant to change. They tend to balk when told, "We're not going to conduct business the same way we always have, and this is how that is going to affect you." Mastering new technology, adapting to a different organizational structure or coping with an outsourcing arrangement thrust employees out of their comfort zone. We can help ensure that all levels of your organization are on board with your business strategy, as well as facilitate cross-silo collaboration and other aspects of OCM — such as impact assessment, communications and employee engagement — so that everyone embraces change, adopts a new mindset, masters desired behaviors and navigates the change successfully.

**Client success story:  
Delivering value in a process optimization and OCM  
engagement for a global agricultural company**

**Challenge**

A multinational agrochemical and agricultural biotechnology company wanted to simplify by standardizing its global technology and processes related to inventory and cost accounting, so it tapped NTT DATA for our business transformation expertise.

**Solution**

NTT DATA created a global shared service (GSS) environment and helped transition its processes from all of its regions into GSS. This integrated, holistic finance transformation solution included project management, process design, process documentation and OCM. Integral to the overall governance structure were the regional governance teams, which we

introduced as a two-way engagement and communication platform with the businesses and regions. We incorporated our strategic staffing resources to support GSS and provide cost accounting services while the company identified permanent full-time employees (FTEs).

**Benefit**

The result: a simplified, standardized, automated inventory and cost accounting process company-wide, as well as the ability to capture consistent costing data, resulting in more informed decision-making capabilities. The company has also experienced a reduction in overall FTEs, as well as better workload balance and improved use of resources' time. Additionally, a uniform chart of accounts has improved operations as well as financial reporting. Global month end-close and post-close processes have improved consistency, ensured proper cutoff, improved cross-training and back-ups and provided full documentation for future needs.

**Skillfully executed, OCM resolves the following challenges that plague many manufacturing organizations intent on transformation to a digital workplace:**

- Lack of funding for technology
- Lack of corporate focus on cultural change management
- Non-IT corporate leadership challenges
- Lack of corporate vision and strategy
- IT organizational and cultural issues, such as poorly defined roles and responsibilities
- IT staff issues, such as lack of training or employee buy-in
- Lack of fresh ideas and ability to leverage external IT innovation expertise
- Lack of ownership within IT

**NTT DATA plans and executes your OCM strategy**

For a dynamic workplace transformation to succeed, you need an executable plan and buy-in at every level of the organization. NTT DATA is unique: We not only build the OCM strategy that will work



for you but also tactically execute it to get your organization through the change – delivering measurable business value.

**Choose NTT DATA as your trusted partner**

We help you resolve the challenges inherent in the transformation of your business and culture by: cutoff, improved cross-training and back-ups and provided full documentation for future needs.

- Defining the practical methods to achieve transformation, based on your business vision, strategy and culture
- Determining which skills will be needed to support business transformation and identifying any gaps
- Determining how best to leverage existing tools for use in the workplace
- Supporting leadership in managing change effectively
- Implementing a plan to measure the success of change and ensure continuous improvement and ongoing adoption
- Implementing a plan to manage change, rollout and adoption of digital transformation initiatives

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NTT DATA Services partners with clients to navigate and simplify the modern complexities of business and technology, delivering the insights, solutions and outcomes that matter most. As a division of NTT DATA Corporation, a top 10 global IT services and consulting provider, we wrap deep industry expertise around a comprehensive portfolio of infrastructure, applications and business process services.