



DACG and *eircom*

"The DACG consultants involved were focused in terms of working to the brief, and helping our people internally to remain focused. They were also conscious of the people they were dealing with, and were careful not to tread on any toes at the same time as keeping their shoulder to the wheel. Overall, very good."

**Dick Fleming
Project Manager
eircom plc.**



Change Communications Management

The introduction of the Euro currency to Ireland in 2002 has led to fundamental changes in most organisations. Not only do business processes need to be redesigned in order to account in Euro's but these developments must be effectively communicated to everyone within the organisation. eircom plc, one of Ireland's largest companies and a leading telecommunications group, faced these challenges during 2000.

eircom realised that the current SAP version they were using would not accommodate the changes needed for accounting in the new currency. The decision was taken to upgrade from SAP R/3 3.1h to R/3 4.6b. Although actual business systems and processes were to remain the same, the company quickly saw that the differences between the two versions would cause difficulties unless staff were given training and support.

After evaluating various options, eircom appointed DACG to manage their change communications. DACG's approach of identifying processes, categorising them and ranking the levels of change and impact meant the type of support eircom received would change as the project moved forward. In addition, the introduction of two management teams enabled both eircom and DACG to guide the process, monitor progress and suggest solutions to problems.

The change management team was led by DACG and consisted of a representative from each of eircom's four business streams: finance, human resources, accounts payable and logistics. The operations group, also led by DACG, oversaw the interface between the project itself, the technical configuration activity and the ongoing work of eircom.

Team Approach

A Change Network was set up and included a representative or Change Co-ordinator from each area of eircom's business. This ensured the representation of all staff and a contact enabling suggestions and problems to be quickly flagged to the change management team. The team soon realised that a range of communication methods was needed. Although eircom is hi-tech with a sophisticated Intranet, many people are infrequent users. In order to reach all necessary users a series of posters was created along with paper-based feedback forms.

Intranet use was encouraged and became the primary location for all news, information and data on the programme. All types of communication sign-posted users back to the Intranet. The system contained a dedicated site for the upgrade, distinguished visually on the home page. As the project progressed, the site was expanded.

Training Programmes

A generic computer-based training course supplied by DACG, which covered the basics of the upgraded SAP version, was used as a base. Although delta training – assuming prior knowledge – was envisaged, it became clear that training from scratch was also needed so that everyone could benefit from the project. DACG managed this process and the crossover to STT (Simulation Training Tool) which enabled training to be accessed via the Intranet site.

One of the benefits of DACG's flexible approach was that employees who worked outside office hours could be trained and supported according to their schedule and not when a training timetable allowed. However, employees needed to be encouraged to make time to complete the courses. A competition was created via the Intranet to win the new jerseys of eircom's latest sponsorship signing, the Irish Football Team.

As the project progressed, eircom requested additional help from DACG in supporting their developers. The two organisations' teams worked together seamlessly to develop standard templates for training programmes. Altogether, 75 courses were created using STT and were made available via the Intranet.

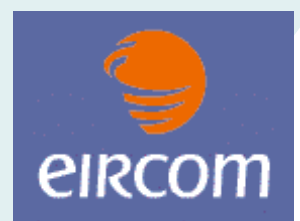
The project was completed on time and within budget, with additional support given as and when the client needed help. eircom now has a comprehensive database relating both to the upgrade itself and to change communications within the company. It also has an established network for internal communications.

Project Success

DACG deployed a team of consultants to work on-site with eircom and to support every stage of the project. DACG employed its proven change communications methodology and researched eircom's change communications needs and the processes involved. It categorised the processes and ranked them according to the type of change and its impact. Training solutions were then developed and support teams were created.

An Intranet site was developed and posters were also used. The site contained all information on the project as well as the training itself. The training activity, via STT, was published. The first stage contained an overview of the project and a timetable for implementation. As delta-training courses were identified the course catalogue was published along with an explanation of STT. Finally, links to the courses themselves and the STT application to run them were added.

Support for those with difficulties was made available including FAQ's, full instructions and contact details. The upgrade site was maintained for six weeks following the go-live date. Feedback from end-users was fed to the relevant teams and appropriate action was taken. Overall, both DACG and eircom will use such information when planning further change communications activity or major training programmes.



Partners

DACG has a global partnership with a leading ERP/CRM vendor, SAP, as well as regional relationships with PeopleSoft, J.D. Edwards and Oracle. We also partner with various technology providers to ensure your organisation's training needs are comprehensively met.

Clients

Since 1984, DACG has worked with more than 650 of the Global Fortune 2000 organisations and has helped more than 125 of the Global Fortune 500 thrive in the midst of business change, delivering over 700 major enterprise implementations throughout Europe, the Americas and Asia Pacific.

DACG UK Headquarters

Assima DACG
CityPoint
1 Ropemaker St
London EC2Y 9HT
Tel: +44 (0)207 153 1400
Fax: +44 (0)207 153 1401

DACG German Headquarters

DACG Limited
Prinzenpark
Prinzenallee 7
40549 Düsseldorf
Tel: +49 (0)211 52391-185
Fax: +49 (0)211 52391-200

www.dacg.net

email: info@dacg.net