How to do Change Activation for ERP Implementations

Nellie Wartoft, CEO & Founder of Tigerhall
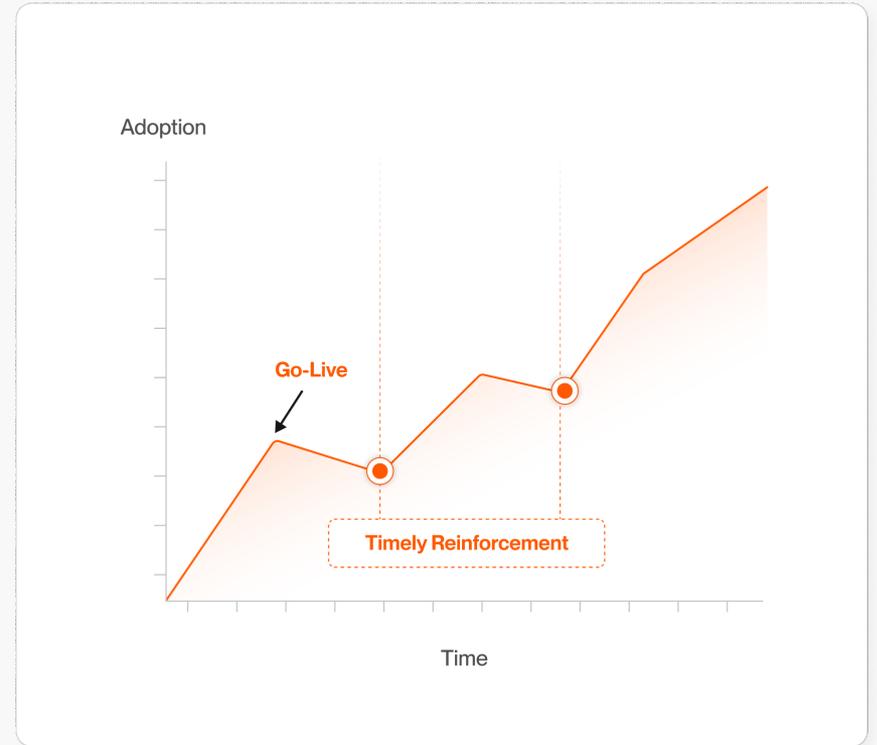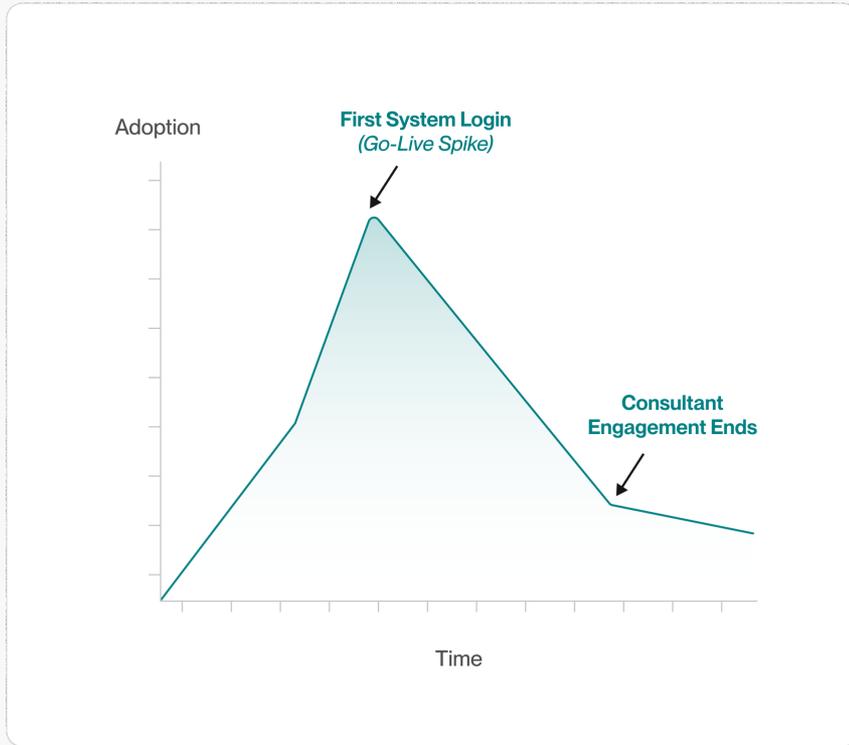
19 March 2026

Where are you at in your ERP journey right now?

○ **Planning/Pre-implementation**

○ **Mid-rollout**

○ **Recently went live (within the last year)**

○ **Post-go-live/sustaining**

○ **We've done multiple ERP roll outs**

Two Types of ERP Implementations

Adoption

First System Login
(Go-Live Spike)

**Consultant
Engagement Ends**

Time

Adoption

Go-Live

Timely Reinforcement

Time

The ERP Landscape Today

ERP implementations are complex, spanning 8 to 15 modules across multiple years. Despite massive investments, most programs exceed timelines by 30-50% and struggle to sustain adoption.

55–75%

of ERP projects fail to meet their objectives

Gartner, Panorama Consulting

85%

of organizations struggle with user adoption

Panorama Consulting Group

42%

of failures caused by inadequate change management

Panorama Consulting Group

What's been your biggest challenge in your ERP rollout?

○ **Getting teams to change how they work**

○ **Sustaining adoption**

○ **Moving too fast with not enough enablement**

○ **Siloed rollout - different teams had different experiences**

○ **Measuring whether it worked**

Traditional ERP rollouts are focused on what the <u>leaders</u> need to do
The objective is to go live and complete the project.

1 Strategy ⟶ **2** Consultant Engagement ⟶ **3** UAT Testing ⟶ **4** Go-Live **Hope for Adoption**
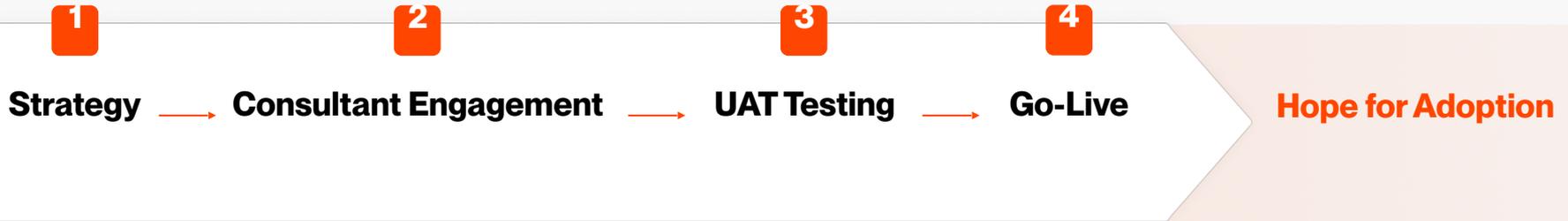
❌ **On-off switch mentality**: Change isn't always-on

❌ Focuses on **checklists and output**, not what drives employees to act

❌ **No real-time feedback**; transformation outcomes are left to chance

Treating go-live as the finish line comes at massive costs

Direct Financial Loss

Millions wasted on new ERPs that just sit idle

Low to No ROI

Efficiency and other performance gains don't materialize

Redundant Systems

Old systems remain in use, incurring unnecessary subscription or maintenance costs

Governance Risk

Employees create workarounds and shadow processes that aren't monitored

Alignment

Personalized comms keep every stakeholder aligned on their role and expectations.

The Change Activation Model

Adaptation

Real-time measurement and analytics flag issues so you can course-correct early.

Adoption

Automated reinforcement drives new behaviors at the moment people perform them.
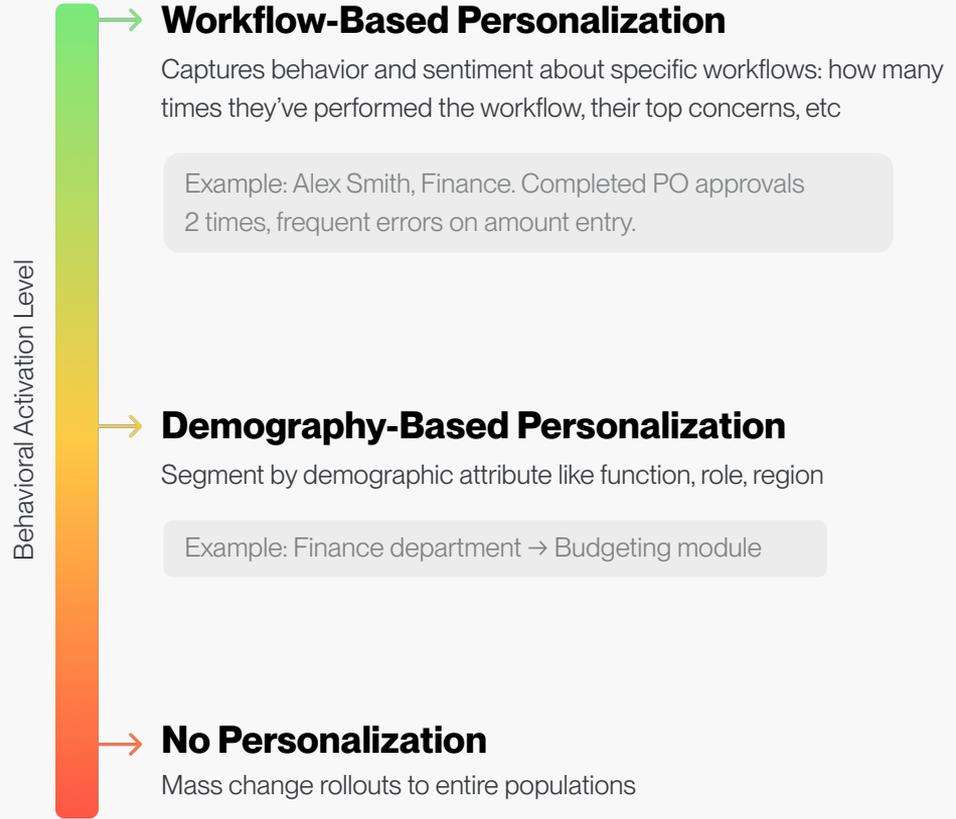
Alignment

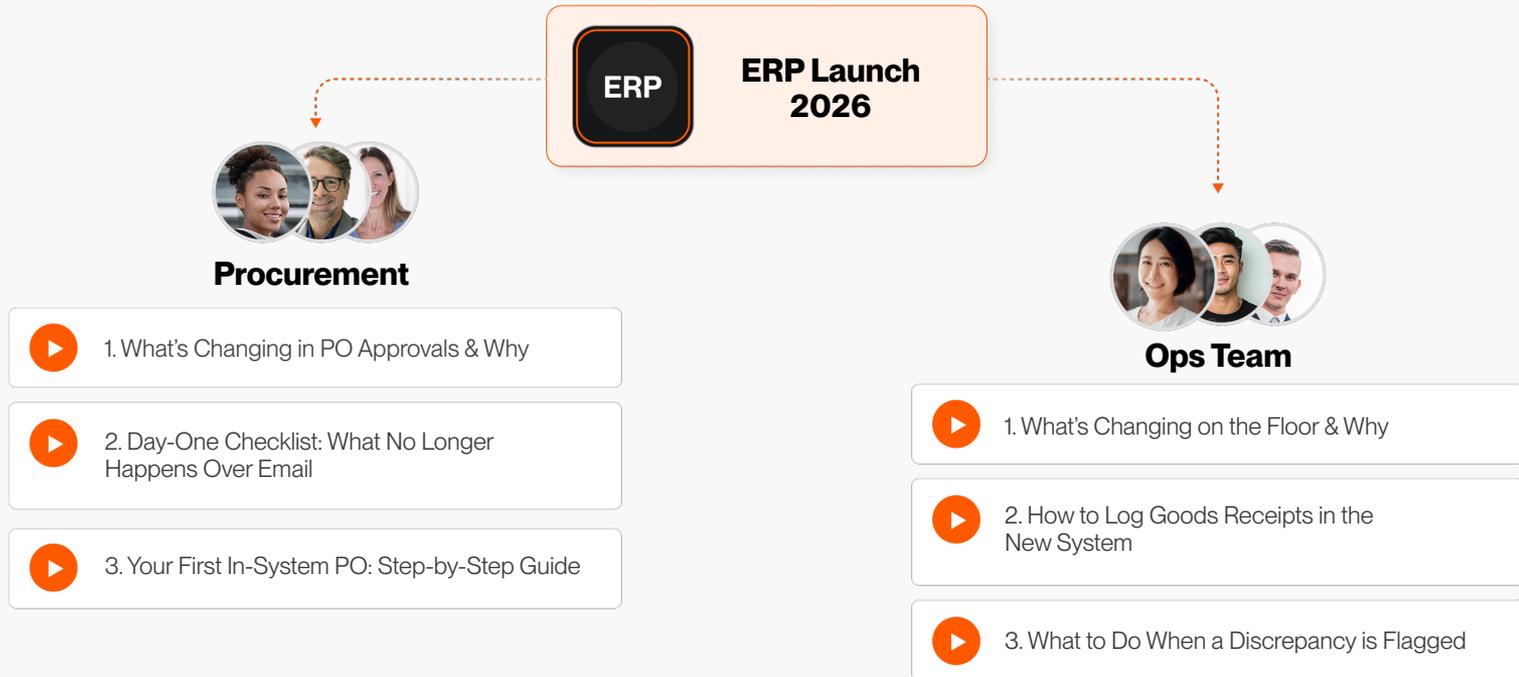Every individual stakeholder knows what's changing, why it matters to them, what they need to do, and when.

Personalization makes that scalable.

Change activation is personalized — *messaging, cadence, timing* **— tailored to who the stakeholders are, what they do, and how they feel.**

Behavioral Activation Level

Workflow-Based Personalization

Captures behavior and sentiment about specific workflows: how many times they've performed the workflow, their top concerns, etc

Example: Alex Smith, Finance. Completed PO approvals 2 times, frequent errors on amount entry.

Demography-Based Personalization

Segment by demographic attribute like function, role, region

Example: Finance department → Budgeting module

No Personalization

Mass change rollouts to entire populations

An activation journey combines comms and enablement, creating a holistic understanding of why it matters, what's changing, and what needs to be done for everyone

ERP Launch 2026

Procurement

1. What's Changing in PO Approvals & Why

2. Day-One Checklist: What No Longer Happens Over Email

3. Your First In-System PO: Step-by-Step Guide

Ops Team

1. What's Changing on the Floor & Why

2. How to Log Goods Receipts in the New System

3. What to Do When a Discrepancy is Flagged
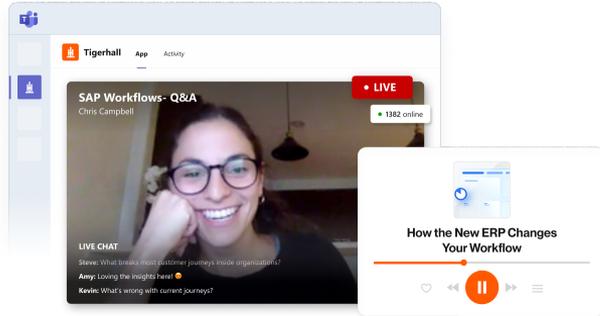
Create personalized content at scale

Turn ERP provider documentation and strategy documents into targeted introduction journeys using AI:

✔ **Personalize content, format, length, and tone**

✔ Localize with built-in translations

✔ Simplify governance with built-in approval mechanisms

Leadership & Strategy Documents	ERP Provider Product Documentation
The Why	**The How**
Help people understand why the system is changing and what's in it for them	Step-by-step guidance on completing specific workflows in the new system

When: 3–6 months before module go-live
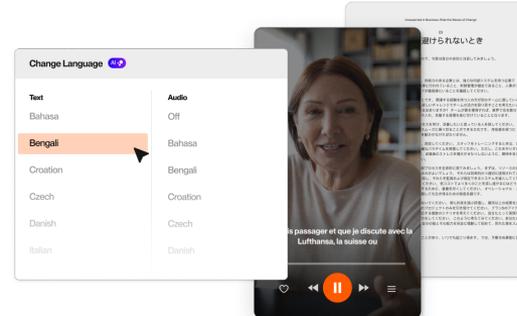
When: At go-live, triggered when a workflow is first attempted

Adoption

Guidance and prompts reach the right people when they're most relevant.

Automated reinforcement delivers that.

How would you rate adoption in your last (or current) ERP program?

○ **Strong - people adopted quickly and it stuck**

○ **Mixed - some teams did well, others struggled**

○ **Weak - go-live happened, but behavior didn't really change**
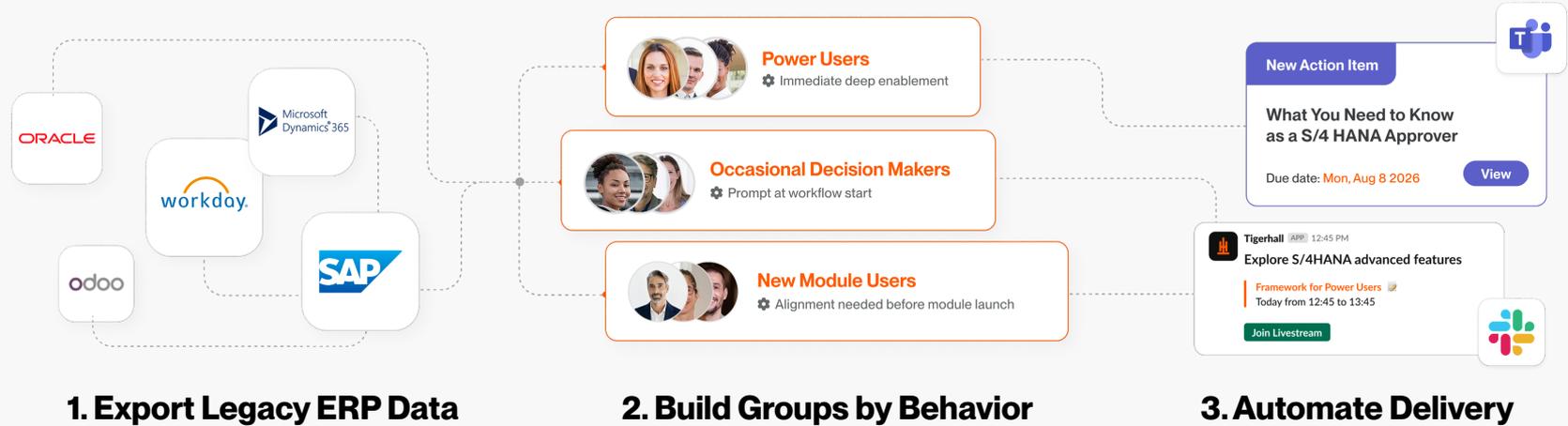
○ **Too early to tell**

The once-and-done approach doesn't work for ERP rollouts

ERP programs typically span 8 to 15 modules, each going live at different times, to different groups, with different levels of complexity.

Stakeholder	Workflow Changing	How Often It Happens	Level of Complexity
Everyone	Annual leave application	Ad hoc	Low
Procurement	PO processing	Daily	High
HODs	Headcount approval	1-2 times a year	Medium

Go from persona-based to workflow-based personalization

Power Users
⚙ Immediate deep enablement

Occasional Decision Makers
⚙ Prompt at workflow start

New Module Users
⚙ Alignment needed before module launch

New Action Item

What You Need to Know as a S/4 HANA Approver

Due date: Mon, Aug 8 2026   View

Tigerhall APP 12:45 PM
Explore S/4HANA advanced features
Framework for Power Users 📝
Today from 12:45 to 13:45
Join Livestream

1. Export Legacy ERP Data

2. Build Groups by Behavior

3. Automate Delivery

Results

✅ Eliminates departmental silos

✅ Alignment and clear execution at every level

✅ Minimize handoff gaps and cross-functional errors

Automate the reinforcement
your team can't manually deliver

Workflow	Frequency	Reinforcement Model
PO Processing	Daily	Intensive first 3 weeks, then stable
Month-end Close	Monthly	Monthly refresher for 18-24 months
Performance Review	Quarterly	Prompt before each review cycle opens
Annual Leave Approval	Ad-hoc	Reminder every time the workflow begins

Adaptation

Execution adjusts before issues escalate.

Data and analytics surface those signals so you can act in time.

Correlate activation analytics with ERP system data

Real-Time Platform Analytics

Who engaged with the latest update

Who completed a check-in

Who scored low on a confidence pulse

Who hasn't started their onboarding journey

ERP Usage Data

Who completed workflow X in the new system

Who is still using old processes

Which features are untouched

What user A clicked in the new system

Example:
Lowest content completion rates: EMEA

Example:
Invoice matching errors are spiking in EMEA

Intervention: Escalate to regional managers to close training gap before it compounds.

With a change activation model, every rollout is faster, more targeted, and more effective than the last.

What you learn now:

- Fastest vs resistant groups
- Top-performing content formats
- Early workflow error hotspots
- Teams needing rollout buffer

What you do differently:

- Targeted manager training
- Double down on winning formats
- Higher reinforcement cadence
- Earlier activation start

Knowledge compounds over time

Inform change plans and resource allocation with a compounding hub of content, stakeholder intelligence, and behavioral data owned by the transformation team, not the consultants.

Case Study

Industry
Biopharmaceutical

Number of Employees
20,000 – 30,000+
Global Employees

Overview

A leading biotech company needed to roll out a new Workday time coding solution across multiple audiences. It's an operationally critical but low-excitement change. Previous change efforts relied on cascaded leader messaging and static SharePoint sites, with limited visibility into actual engagement or behavioral follow-through.

Two realities converged: the immediate need to drive adoption for this change, and a broader strategic desire to modernize how the organization approaches change and transformation.

Scale	Enterprise-wide change across multiple personas and functions
Challenge	Overburdened staff, low trust in systems, siloed information
Tool Used	Tigerhall, a change activation platform

95%
Tigerhall Adoption

94%
Workday Time Coding Compliance

2mths
To Full Adoption
(vs estimated 12 months)

✔ **Direct correlation between Tigerhall engagement and compliance rates**

Case Study

The Tactical Moves Behind This Outcome

TAKEAWAY #1

Personalize targeting by what people do in the system

Stakeholder groups were built around time coding behavior from Workday data: who codes, how often, who hadn't started yet, etc.

TAKEAWAY #2

Get the timing of activation right

Workday integration:
- Kept stakeholder segments current
- Delivered comms and training based on real-time behaviors and workflow triggers

TAKEAWAY #3

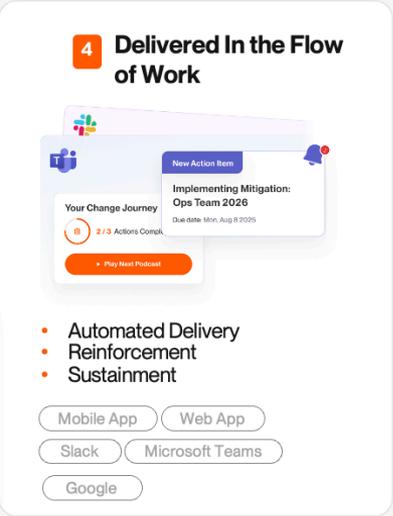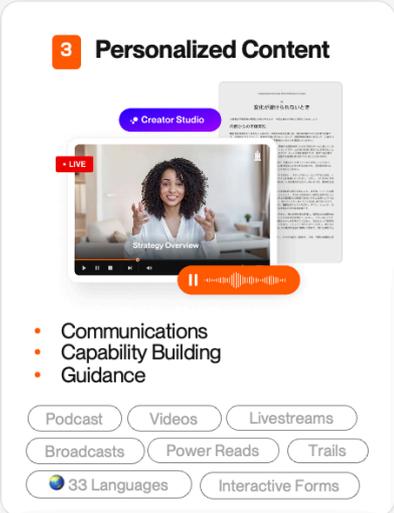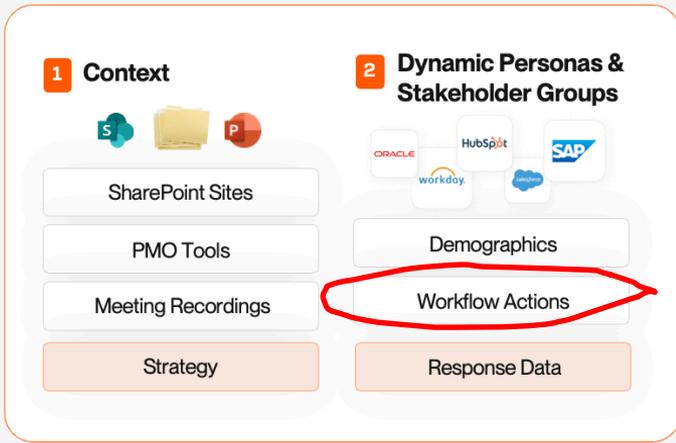**Focus on people who are not taking action**

Daily review:
✓ Who hadn't engaged with content
✓ Adoption rates
✓ Content performance data

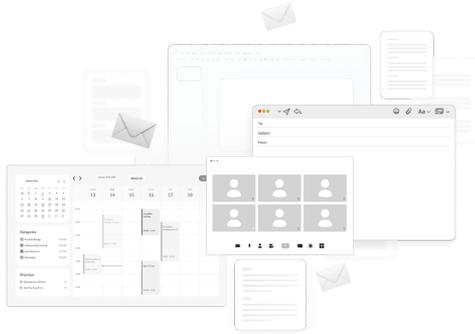Sponsor conversations became proactive

"Engagement is at 67%" → "These 43 people in Seattle haven't completed time coding setup. Here's the recommended action"
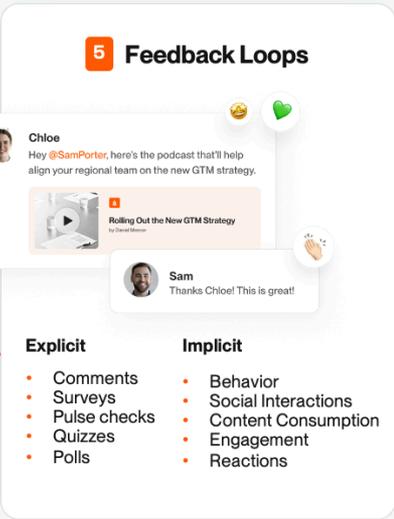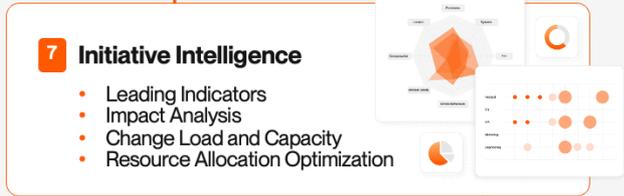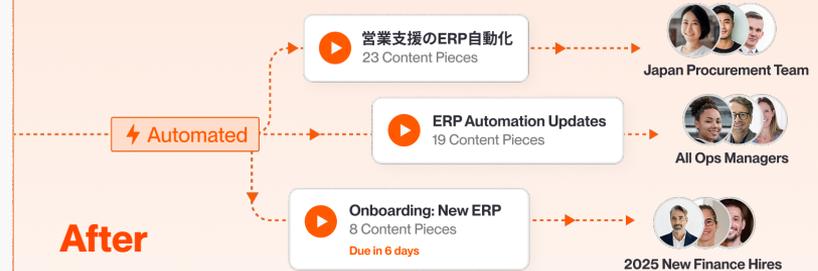
How this changes the change and transformation team's day-to-day:

Before

❌ Building one-size-fits-all training decks

❌ Manually tracking workshop attendance in spreadsheets

❌ Finding out adoption is broken through escalations

❌ Rebuilding comms from scratch for every module

❌ Sustainment falls to whoever has capacity (no one)

After

⚡ Automated

営業支援のERP自動化
23 Content Pieces
→ Japan Procurement Team

ERP Automation Updates
19 Content Pieces
→ All Ops Managers

Onboarding: New ERP
8 Content Pieces
Due in 6 days
→ 2025 New Finance Hires

✅ Build once, deliver at the right time

✅ Live adoption dashboard by module, team, and region

✅ Signals surface in advance through real-time feedback loops

✅ Use data and insights from past rollouts to shape the next

✅ Reinforcement runs automatically while the team supervises

What's Change Activation?

Change Activation is a system for turning strategic initiatives into sustained behavior at scale. Change Management prepares the project. Change Activation mobilizes people to act.

	Classic Change Management Approach	Change Activation Approach
Focus	The project	The stakeholders
Direction	Top-down	Circular (loop)
When it Occurs	During the planning phase	At the moment of change
End Goal	Go-Live	Sustained adoption
Example	"We're rolling out the budgeting module to Finance in April. Email sent in February."	"Alex just opened the budgeting module for the first time. Here's a step-by-step guide based on her role and usage history."

When sustained adoption is the end goal, business outcomes follow.

✔ **Shorter time-to-value**

The system starts delivering ROI in months, not years

✔ **Fewer workarounds or shadow systems**

Accurate data improves governance and reduces redundant software spend

✔ **Reduced productivity dips**

Minimized productivity loss in the first 6 to 12 months post-launch

✔ **Sustained behavior change**

Clear decision ownership and reduced regression to legacy behaviours

Conclusion

There are 2 ways to run an ERP transformation:

1

Announce - - - > **Train** - - - > **Go Live** - - - > **React**

2

Activate ——→ **Monitor** ——→ **Adjust** ——→ **Reinforce in motion**

The difference is whether adoption is left to **chance.**

"If your ERP went live tomorrow, would you know where adoption is breaking down within 30 days — or would you find out through escalations?"

Key Takeaways

1

Stop segmenting by who people are. Start segmenting by what they do.

2

Tailor reinforcement cadence to workflow frequence.

3

Adapt rollout strategy based on activation data + ERP system data.

Nellie Wartoft

CEO & Founder of Tigerhall

+1 (323) 240 8893
nellie@tigerhall.com

@tigerhall   www.tigerhall.com

TIGERHALL