



# How to do Change Activation for ERP Implementations

Nellie Wartoft, CEO & Founder of Tigerhall

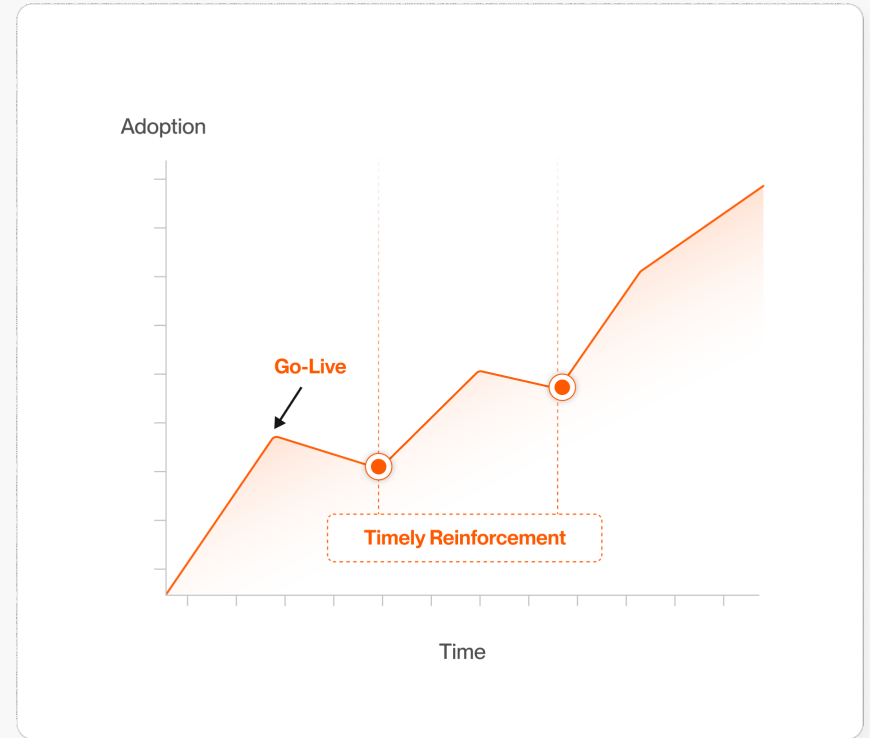
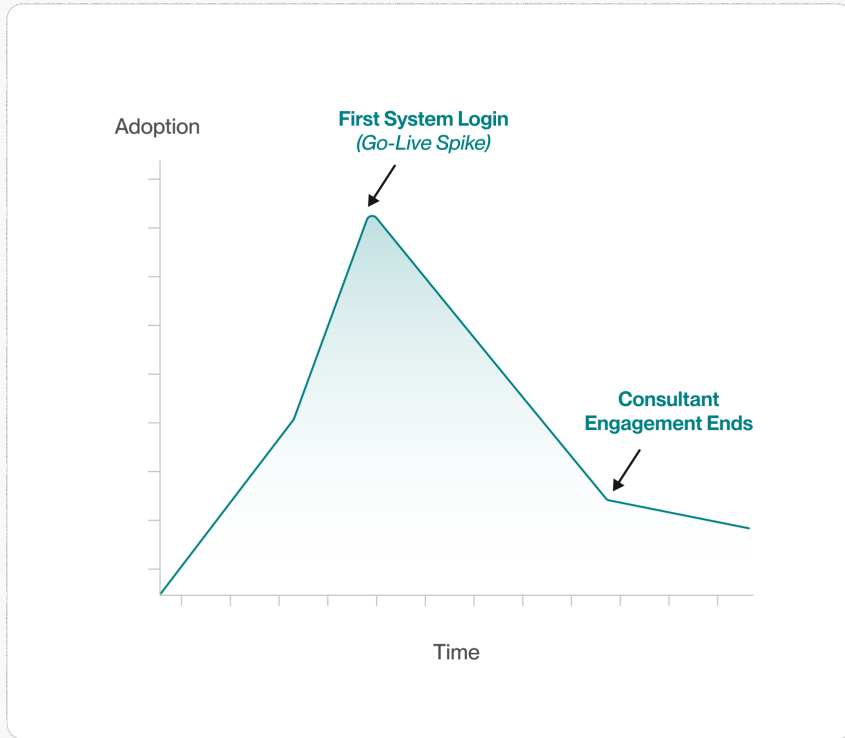
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# Where are you at in your ERP journey right now?

- 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



# 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

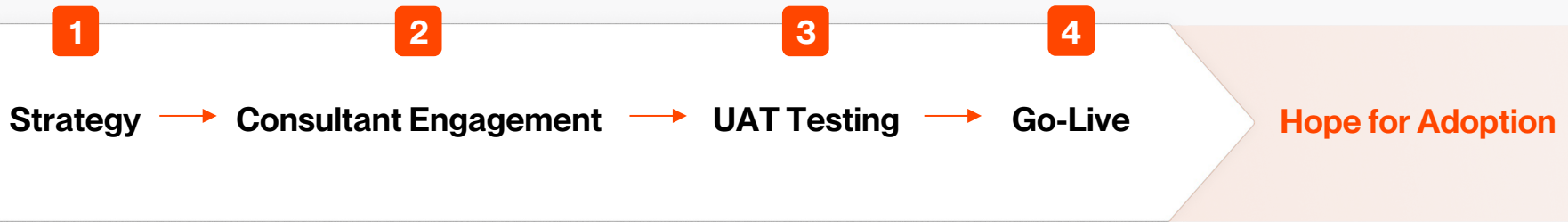


## What's been your biggest challenge in your ERP rollout?

- 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 PMs need to do  
**The objective is to go live and complete the project.**



- ✗ **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



# The Change Activation Model

## Alignment

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

## 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.



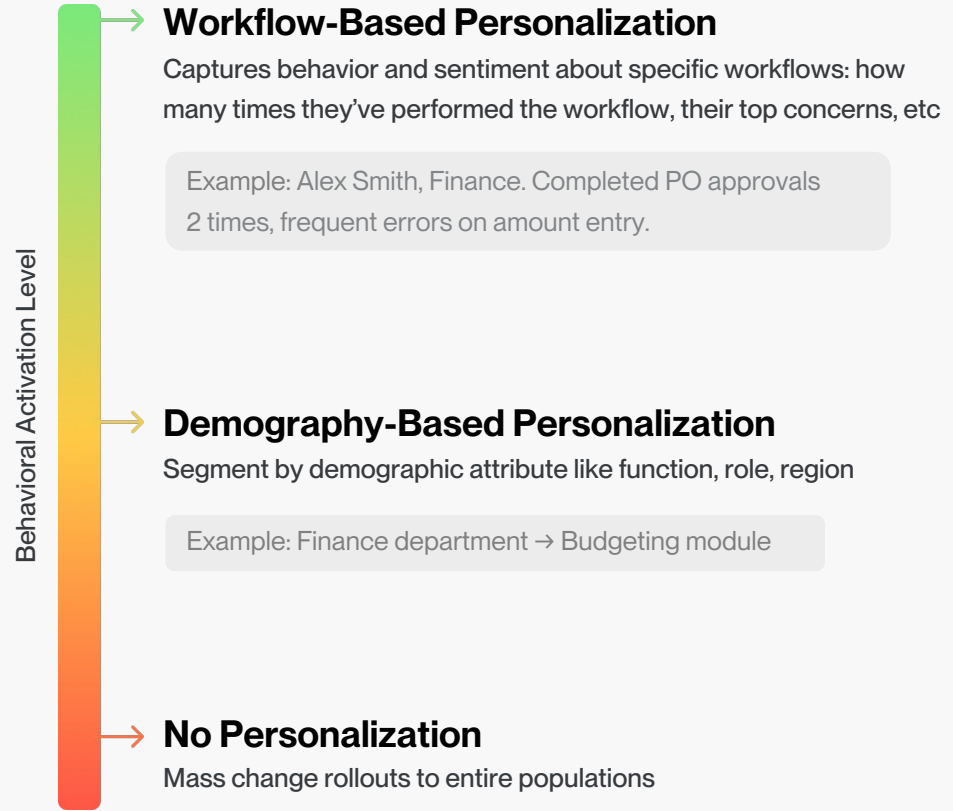
# Alignment

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

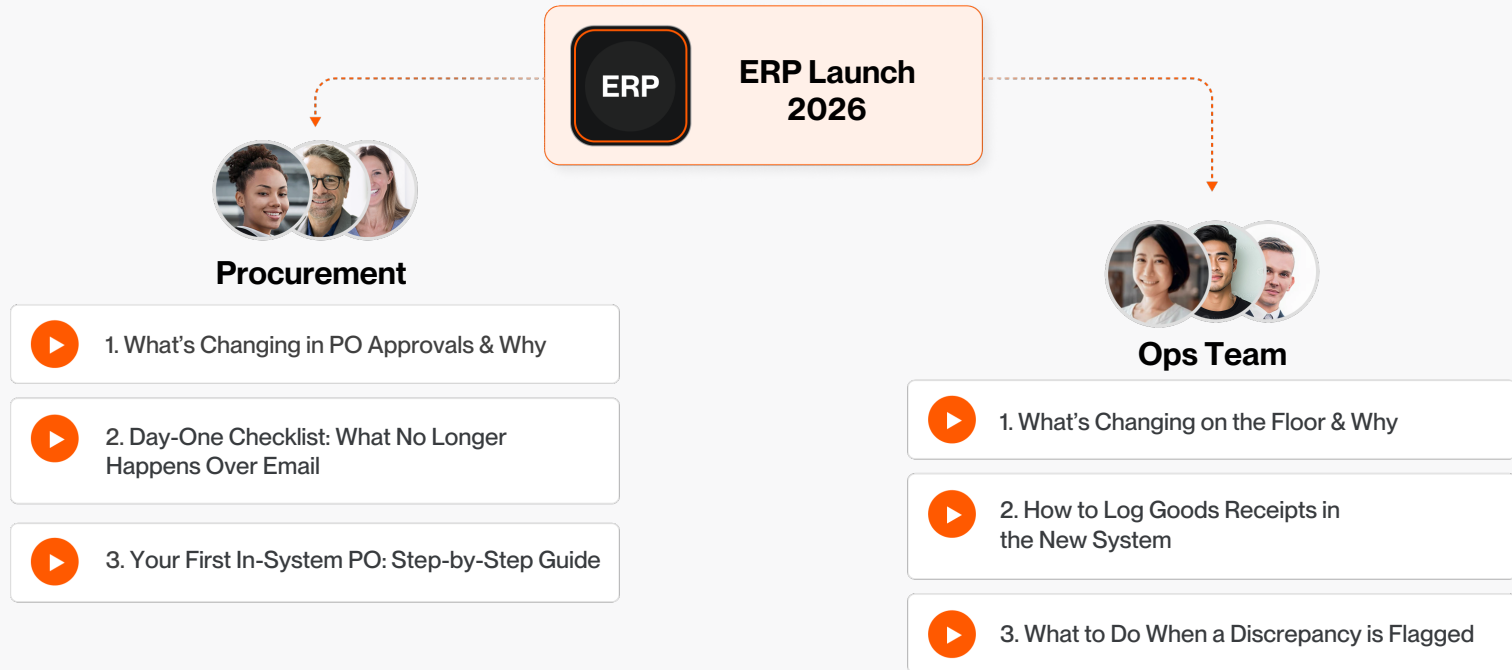
**Personalization** makes that scalable.



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



# 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



# Create personalized content at scale

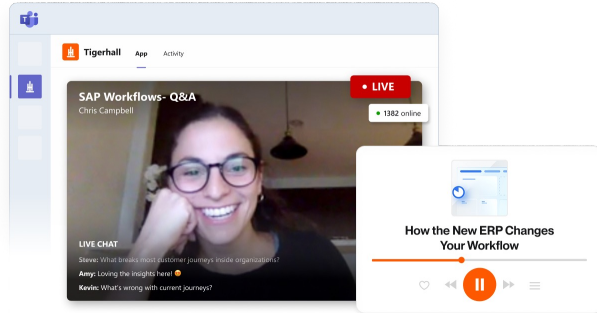
Turn ERP provider documentation and strategy documents into targeted introduction journeys using AI:

- ✓ Personalize content, format, length, and tone
- ✓ Localize with built-in translations
- ✓ Simplify governance with built-in approval mechanisms

## Leadership & Strategy Documents

### The Why

Help people understand why the system is changing and what's in it for them

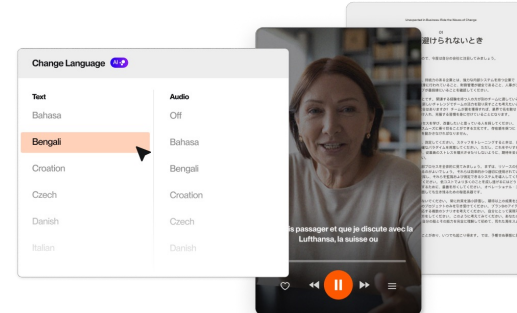


**When:** 3–6 months before module go-live

## ERP Provider Product Documentation

### The How

Step-by-step guidance on completing specific workflows in the new system



**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**



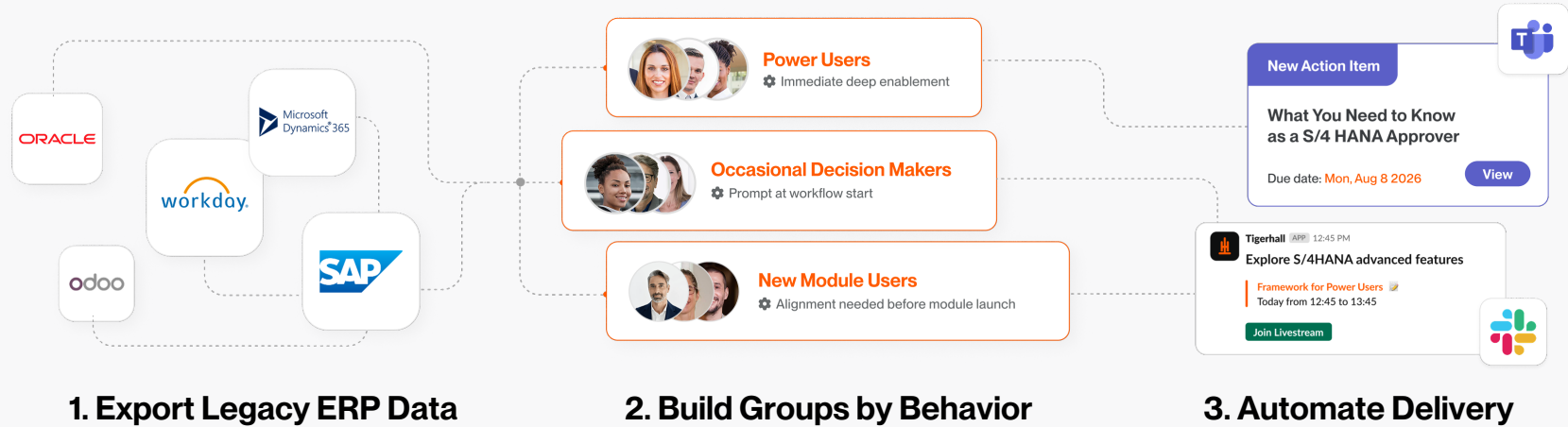
# The once-and-done approach doesn't work for ERP rollouts

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**



## 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

Example:

**Lowest content completion rates: EMEA**

## 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

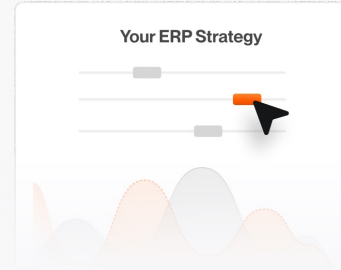
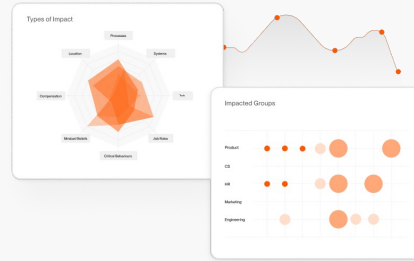
Example:

**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.

<b>Scale</b>	Enterprise-wide change across multiple personas and functions
<b>Challenge</b>	Overburdened staff, low trust in systems, siloed information
<b>Tool Used</b>	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

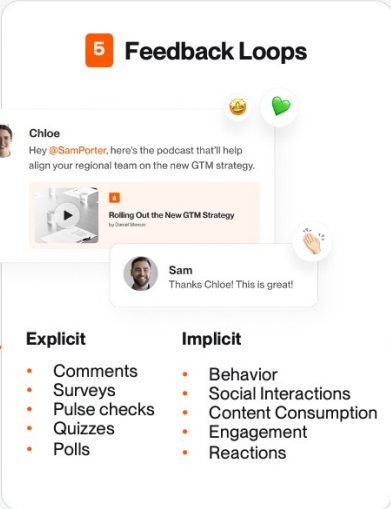
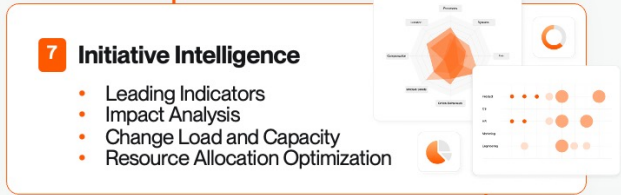
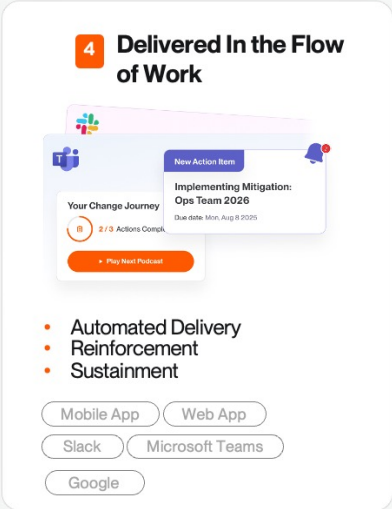
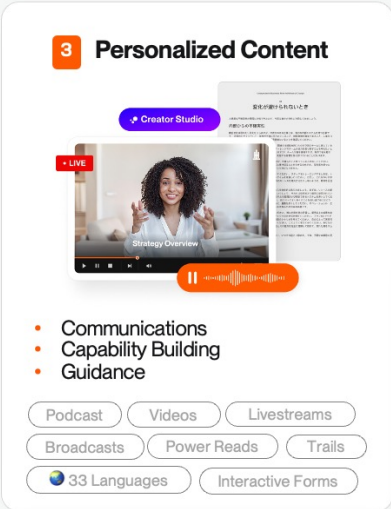
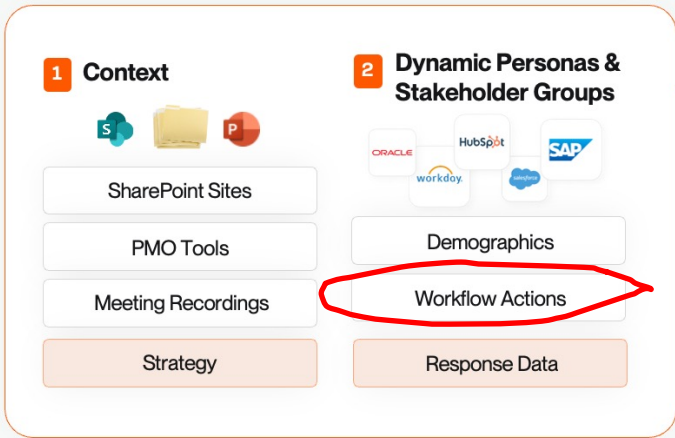
**Focus on people who are not taking action****Daily review:**

- ✓ Who hadn't engaged with content
- ✓ Adoption rates
- ✓ Content performance data

Sponsor conversations became proactive

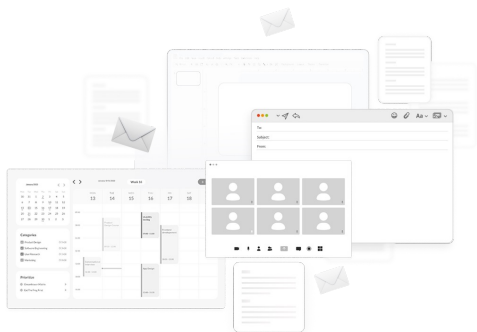
*"Engagement is at 67%" → "These 43 people in Seattle haven't completed time coding setup. Here's the recommended action"*





# 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



- ✔ 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





**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 frequency**.

3

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



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