Leveraging Change Management to ensure successful CRM implementation

Why the 'people-side of change' is a crucial factor

Industry

Transport/Infrastructure

Company

ÖBB-Infrastruktur AG

Employees

18.600 (2024)

Project Timeline

May 2024 – February 2025

About ÖBB Infrastruktur-AG

ÖBB-Infrastruktur AG (ÖBB INFRA) is part of the ÖBB group. According to their own description, they „are pioneers of modern and customer-oriented rail transport in Austria. We plan, develop, maintain, and operate rail infrastructure and ensure punctuality, security, cleanliness, and open access to the rail system. We thereby provide the right conditions for an efficient and reliable passenger and freight service by rail."

The Challenge

The project to implement a central MS Dynamics-based CRM system with customer portal had already been underway for over 1.5 years and was approaching the go-live phase. Since the success of the new CRM depended heavily on the acceptance and correct usage of the concerned people, Nagarro was tasked with the overall project and its Change Management.

The most critical objectives of the project were:

- Ensure that all project goals are met

- Reorganize the project with agile ways of working

Change Management-specific goals:

- Create a management alliance to explain the need and importance of the project („why?")

- Highlight the benefits for ÖBB INFRA and the concerned groups of people („What's in for me?")

- Ensure trainings (Gaining knowledge and ability)

The approach

Discovery and Preparation

Nagarro began by first analyzing and assessing the situation with most of the team members from the project.

Based on the collective discussions and findings, organizational steps were taken to set up the project in an Agile way, including the business perspective. For the Change Management part, we conducted a discovery of the concerned groups of people, assessing their change maturity and readiness. This was followed by the creation of a comprehensive Change Management strategy and plan.

The execution

Focus on Change Management

According to the defined Change Management strategy and plan, here are some examples of the steps we took:

- Conducted a Change Management workshop with the concerned managers to include them in the change process. We also prepared them for their role as senders of important change messages.

- Held individual workshops with all the teams to explain the "why" of the change. We also highlighted the advantages of the new system as well as heard and addressed their queries and concerns.

- Took up joint sessions with business and IT teams to gather feedback more directly, thereby integrating the business in the Agile project setup.

- Ensured intense trainings at different points in the project timeline – both before and after go-live.

The outcome

Change Management as the key to success

Having explained the "why" of the change, besides highlighting the advantages of the new system ("what's in for me?") and ensuring stronger collaboration between business and IT teams, we could see the team feeling a lot more receptive and excited about the new system. Their initial resistance and concerns had been replaced by them being much more amenable and positive now.

The business teams had a tangible impact on the new system which positively influenced the scope and quality of the new system.

Notable numbers about the new CRM system:

- It is being actively used by approx. 35 ÖBB INFRA employees.

- Data of about 200 B2B customers is centrally maintained.

- Over 500 users from the clients are actively using the customer portal.

After the go-live, the business continues to remain actively involved in the system's development. A new release with new features is deployed every 2 months.

That's not all – the success of this project has meant some other divisions within ÖBB INFRA have also shown a keen and strong interest in joining the CRM platform.

Testimonial

> We focused on the people side of change and thanks to the Nagarro Change Management approach, we could reach the needed acceptance and necessary buy-in of the business.
>
> We managed the positive turnaround and keep receiving more and more inquiries from other divisions about joining the new system.

Eva Kaiser
Chief Information Officer
ÖBB-Infrastruktur AG

About Nagarro

Nagarro helps future-proof your business through a forward-thinking, fluidic, and CARING mindset. We excel at digital engineering and help our clients become human-centric, digital-first organizations, augmenting their ability to be responsive, efficient, intimate, creative, and sustainable. Today, we are around 17,500 experts across 39 countries, forming a Nation of Nagarrians, ready to help our customers succeed.

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