

Driving user adoption of Microsoft 365

Making new work and new ways of working stick



75%

of digital transformations
fail due to a
lack of user acceptance
and behavioral changes
among employees.

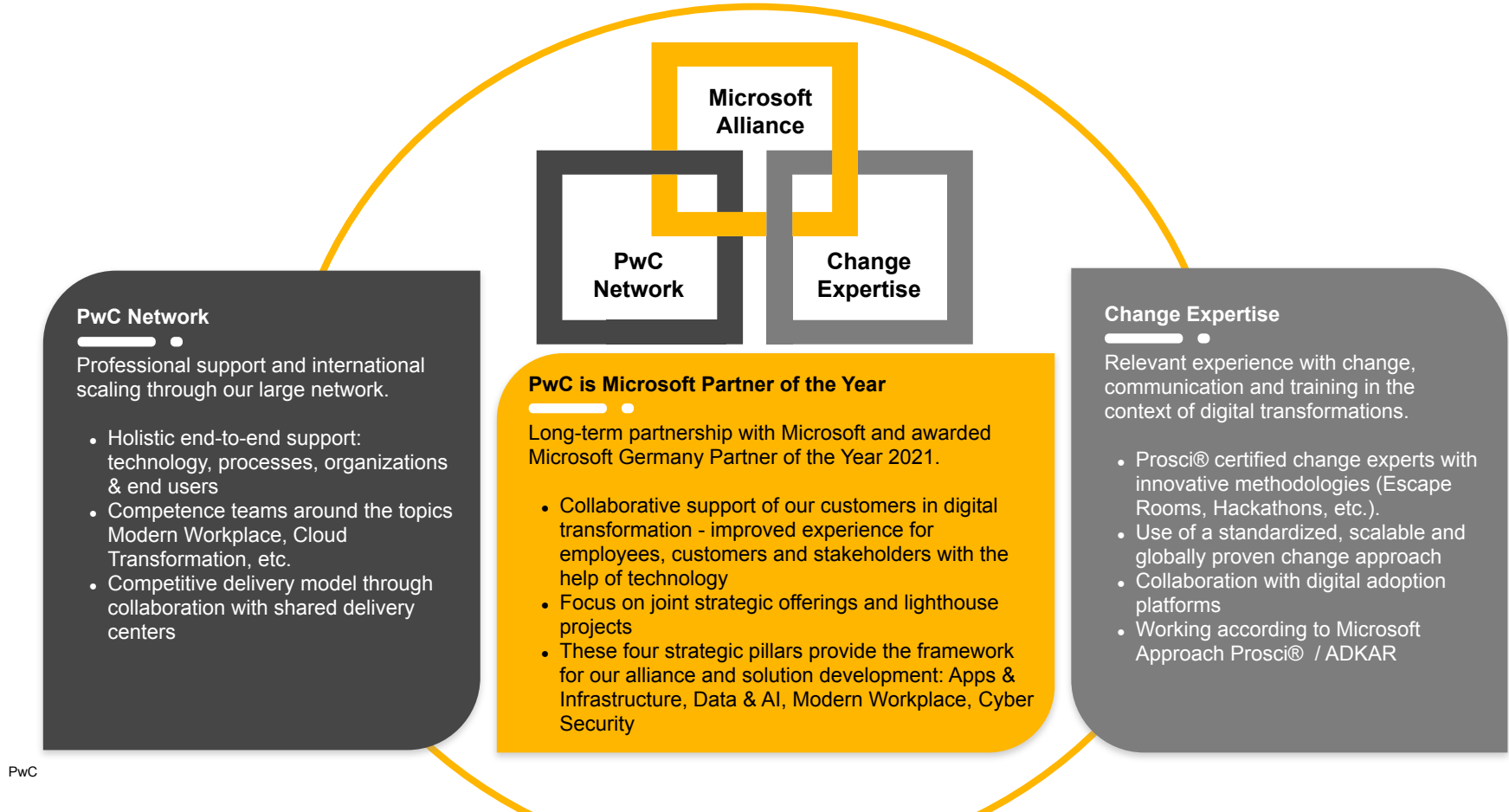
(PwC, 2018)

“

**A Fool with a Tool
is still a Fool**



Choosing PwC as your Microsoft transformation partner



People are the **key to success** for a digital transformation with Microsoft 365

Microsoft 365 brings significant benefits to the organization as a whole and to the employee as an individual.

- Increase in employee performance by **10%**
- Increase in employee job satisfaction by **20%**
- Increase in customer satisfaction by **5%**

Organizations either do not yet have M365 in place (step 1a) or are already using the products but are not yet satisfied with the current user adoption rates (step 1b).

Step 1b: Maturity Assessment

- Be aware of current user adoption rates, end user perception, awareness and satisfaction with the existing MS tool landscape

Step 3: Drive M365 adoption

- Employees use the new platform to work smarter and faster
- Old tools are replaced and eventually switched off

Step 1a: M365 Implementation

- Smooth access to the digital workplace is possible
- Employees are informed and trained

Step 4: New work and new ways of working quickly & intelligently

- The objectives and business benefits are realized
- The organization becomes more resilient and adapts to the new workplace

A holistic transformation approach is key for realizing these benefits.

... and this how your people-centric transformation might look like:

With our **successful change approach** we realize the full potential of your M365 transformation

1 Our proven change management framework

A D K A R

Our approach is structured, holistic, scalable and builds on the empirical PROSCI® ADKAR model.

Awareness - Create awareness of the change among employees

Desire - Create a desire among the employees to support the change

Knowledge - Provide the knowledge for the upcoming changes

Ability - Develop the skills to use the new system

Reinforcement - the changes are firmly anchored in the organization

2 Our modern, innovative tools for an iterative implementation together with the customer

Proven **change management toolbox** with established standard methods, templates and best practices (e.g. stakeholder analysis, change impact analysis)

Target group specific **measures and interventions** for all stakeholder groups (e.g. communication, gamification)

3 Sustainable user adoption through tracking and continuous adaptation

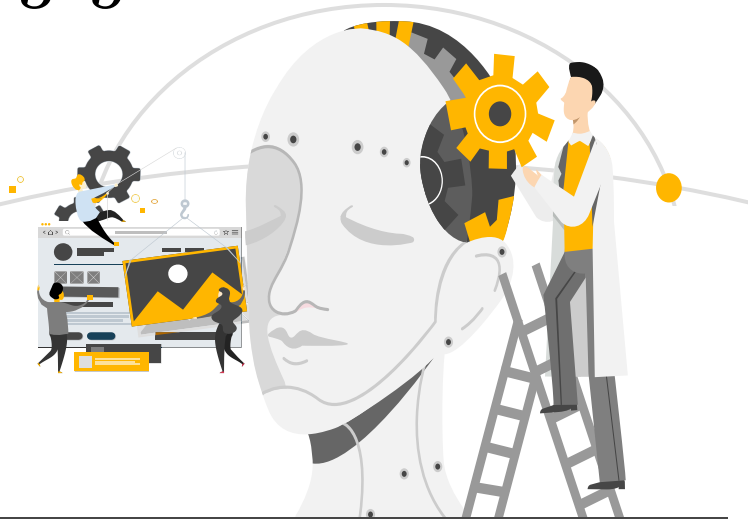
Sustainable change management builds upon **continuous feedback**, understanding **users' pain points & needs**.

Transferring the gathered insights into change initiatives and monitoring these to ensure greater effectiveness allows for **needs-oriented adjustments** of existing measures.

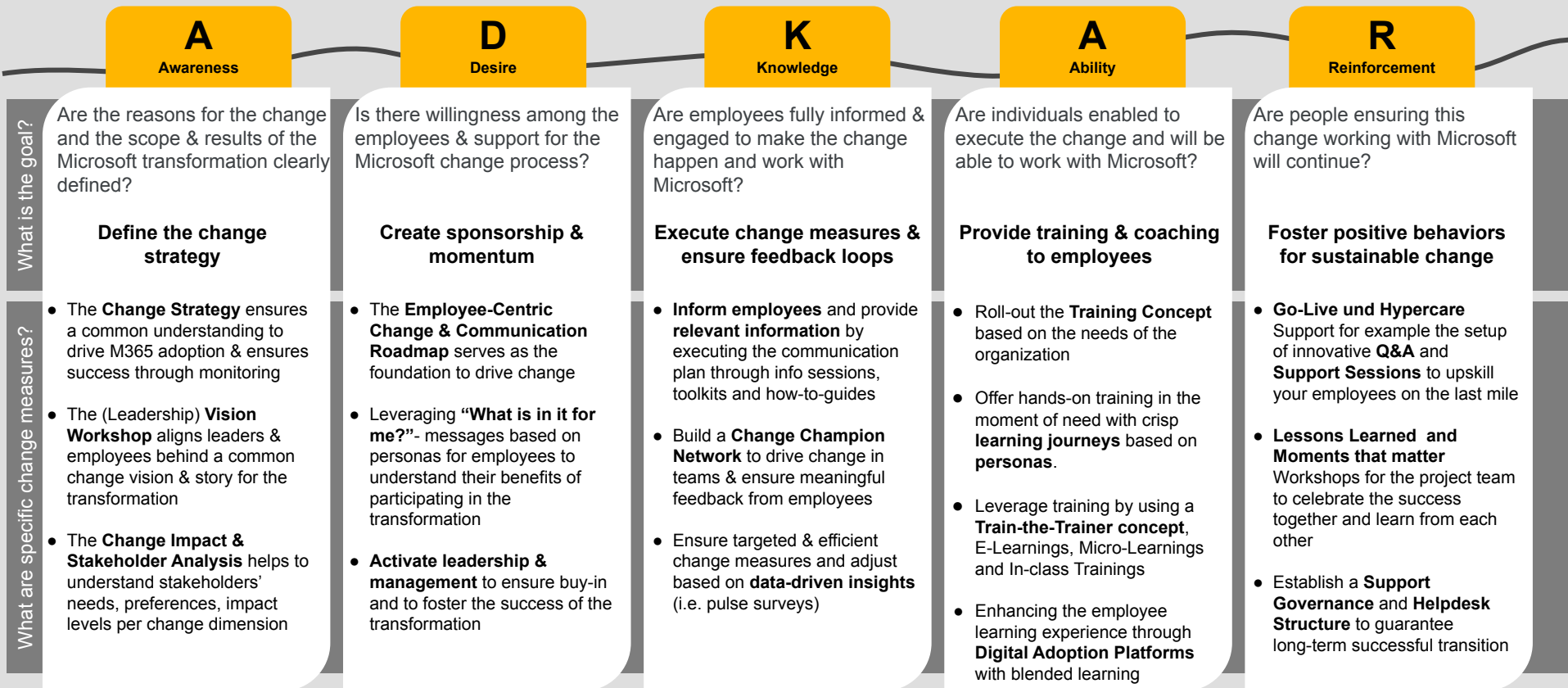
Evaluation & selection of **suitable KPIs** and visualizing those in a comprehensive way in a **dashboard**.

Regular **change readiness** assessments with key stakeholders and dedicated Microsoft Champions.

Regular **pulse surveys** subsequently to important change measures and project milestones, e.g. trainings.



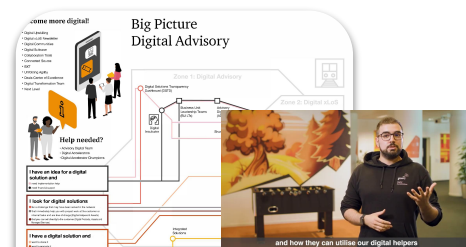
Which change measures contribute to the ADKAR dimensions?



We use modern, innovative tools and work iteratively with the customer



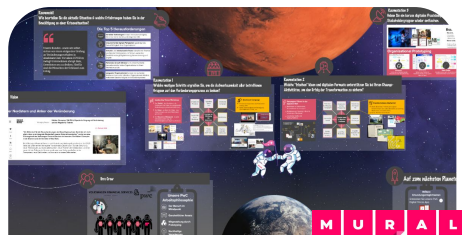
Tell a compelling story to your employees through a **change vision and story workshop**



Create momentum through **change campaigning and branding** e.g. storyboards, vision videos, etc



Make communication **digital and stakeholder specific** by using e.g. wide-reaching microsites and share success stories & use cases



Excite and activate your organisation for the change with **innovative formats** e.g. virtual **Escape Rooms**



Trigger engagement through **gamification** with team challenges, treasure hunts and quizzes



Drive **adoption and upskilling** with **micro e-learning** e.g. learning nuggets

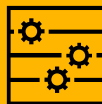
Digital enablement* and measurement of the change allows for iteration and driving organizational adoption sustainably



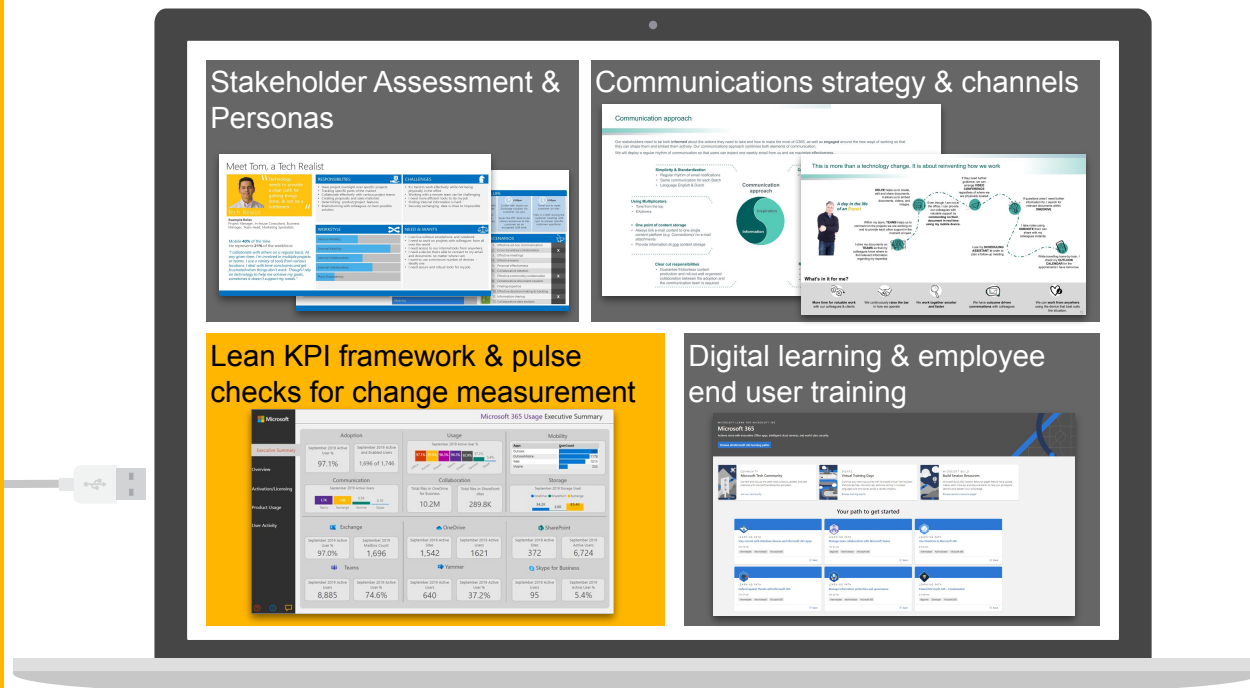
Sustainable high user adoption rates are based on a smooth transition and **perfect linkage** between **business strategy**, **change vision** and **employees' needs**.



In order to reach this goal an aligned, iterative change strategy and approach, a **targeted and digestible/ lean KPI framework** and **regular pulse checks** (quantitative & qualitative) are key.



Constantly monitoring the progress allows for **agile adjustments** based on the needs of the organization and employees.



* Tooling, dashboards, and applications, shown above, are exemplary and illustrative. The actual configuration of the tools and use of data to measure the impact of change will need to be agreed upon with the client and will be in alignment with relevant data privacy guidelines.

An integrated change approach in line with your Microsoft transformation

Pre-Phase

Discovery

Define

What If

Discovery: Identifying the current workplace experience, pain points, preferences, and aspirations

Define: Take the findings from the Discovery phase & distilling them into a number of personas

What if: Co-create with key stakeholders the future target vision & a plan to achieve it.

Engage

Take the "What if" insights & translate them into tangible formats of imagining the future.

Execute

Develop a roadmap, manage the change, & implement the technologies required to support a whole new experience.

Drive Adoption

Reinforce the change and drive adoption of Microsoft products in your organization

First Go-Live

Awareness

Change strategy & branding

Change vision definition & key messages

Change impact & stakeholder analysis

Change measurement development, implementation & adjustment

Desire

Leadership & management activation for buy-in & enablement for role in change

Execution of employee-centric change & communication roadmap with "What is in it for me?"- messages

Develop & execute a sponsor roadmap to give the change a voice and

Adapting the employee-centric change & communication roadmap to meet stakeholder specific needs

Knowledge

Change champion network

Kick-off & Bi-weekly meetings with change enablement

Leveraging change champions for target group specific change activities to engage, inform & support employees

Leveraging change analysis insights for persona creation

Sharing "A day in the life of.." stories

Creation & sharing of playbooks, how-to-guides, learning nuggets to support employee knowledge transfer & enablement

Ability

Learning infrastructure analysis & DAPs

Training needs analysis

Learning journeys definition

Training development & creation and content coordination for DAPs

Training delivery & execution

Reinforce

Equip managers & leaders with change reinforcement action plan to make the change stick

Share war and success stories

Establish formats & platforms for questions and feedback e.g. Q&A sessions, support hotline

Fostering new ways of working through integrated enablement for Office 365 rollout

Client name

Global operating bank with +100k employees worldwide

Location

Amsterdam,
The Netherlands

Date

2018/2019
(8 months)

Wie kann Microsoft 365 das Arbeiten von morgen schneller und effizienter gestalten?



Nature and size of the project

The objective of this Microsoft 365 rollout for more than **25,000 employees** was to facilitate and stimulate employees to **work faster and smarter** with the current and new digital tools to realize **personal, business and organizational goals**. In the long term, the objective was to **deploy digital dexterity** and create a culture in which employees are **open to innovation** and **rapid developments** around the digital workplace.

Services performed

Our cross-border PwC team delivered a **holistic user adoption and change program**, fully implementing the BXT mindset. We defined the vision on Microsoft 365 as an anchor, conducted 30 interviews & 5 observations to create **7 personas**, designed **persona-based and use-case based online learning paths** to train all end-users on the functionalities of Microsoft 365. Additionally, we deployed **750 change agents** throughout the bank, including facilitating a one-day event as a big bang. With **batch-specific and bank-wide communication** (e.g. success stories, change agent campaign, etc.), we engaged all end users.

Key issues encountered

Navigation to the digital workplace of the future with the adoption of Microsoft 365 was a major milestone in the **overall digital strategy** and a leap towards **working smarter and faster** with the Microsoft 365 tools. The **adoption program** helped the client to develop and discover new ways of working (together) in the long-term. With the **change agent network**, we built long-term capability within the firm to make a bigger **business impact with future digital transformation initiatives**.

Your change & adoption experts for your Microsoft transformation



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Our quality promise: We ensure trust in society and solve important problems

100+

People & Organization specialists in Germany, as part of a network of 10,000 experts in 138 countries.

75%

In the last 2 years, we have advised over 75% of the Global Fortune 500 companies on issues related to People & Organization.

17.300

Clients have relied on our consulting services to solve their key People & Organization challenges over the past 2 years.

Pioneer

Awarded "ALM Vanguard Leader" in Communication and Change Management*.

Klicken Sie auf den Button für weitere Informationen

250.000

PricewaterhouseCoopers employees worldwide develop tailor-made solutions for our clients.



Global delivery model

using CoEs in Service Delivery Centers (SDCs) worldwide combines people & organization expertise with unique delivery capabilities across time zones.

Competencies

From Change Management, increasing user adoption, digital upskilling, communication, employee experience, stakeholder engagement to guarantee sustainable transformations.

Leading Tools

PwC's Modern Workplace Assessment and People Analytics and Insight are leading global sources of measurement tools for employee-related issues.

Looking ahead

PwC Strategy&'s Katzenbach Center develops market-leading forecasts for organizational culture and leadership.

*Kennedy © ALM Media Properties, LLC - Reproduced under license. Kennedy's Vanguard highlights those consultancies that have the market's most comprehensive and in-depth range of capabilities.

An abstract graphic on the left side of the slide. It features several overlapping circles in shades of gray and white. A large gray circle is prominent on the left. To its right, a smaller white circle is partially visible. Further right, a gray circle is connected to the main structure by a thin gray line. Various yellow and orange lines, some solid and some dashed, are scattered around the circles. A yellow gear is visible near the bottom left of the large gray circle. A yellow arrow points from the large gray circle towards the right, towards the word 'collaborate'.

We look forward to **collaborate** with you



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