Levels of Change with Enterprise-Wide Systems

Benefits Potential / Complexity ↑

4. Transformation

- **Value chain transformation**
- **New business model**

- *Executive visioning & leadership*
- *Systematic risk & value management*
- *Mobilization of hierarchy & workforce*
- *Sophisticated governance structure*

3. Cross-Functional Integration

- **Work reorganized around cross-functional processes**
- **New process-based performance indicators**
- **More analytical tasks at end user level**
- **Information availability and transparency**

- *Organizational reengineering*
- *Cascading sponsorship (executive + operations)*
- *New KPI's and dashboard*
- *Integrated change management & value management*

2. Process Standardization/Enhancement

- **Adoption of standard processes across departments**
- **Some new system functionality + role enhancement**

- *Role-based education & training*
- *Integrated change management (impact analysis, communication, sponsorship)*

1. Reproduce Legacy Functionality

- **Little process & job change (i.e technical upgrade)**
- **Legacy functionality exactly reproduced**

- Basic systems training
- Basic information & communication
- NOTE: modifications to standard Enterprise System package -> higher cost

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