shared
standard
simplified
sustainable

S4

SAP
Modernization Program

SAP MP: Harnessing the Power of Engagement to Make Change Stick

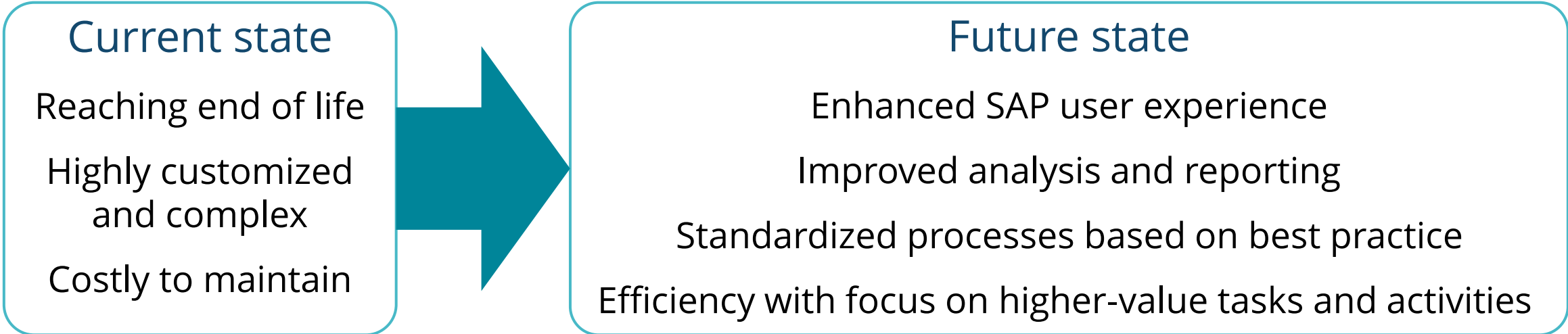An OCM Program Lead's Lessons Learned

Adam Withrow, Province of Nova Scotia

October 2023

NOVA SCOTIA

Our Purpose: SAP MP

Why

Realize organizational and SAP end-user benefits by moving from:

Current state

Reaching end of life

Highly customized and complex

Costly to maintain

Future state

Enhanced SAP user experience

Improved analysis and reporting

Standardized processes based on best practice

Efficiency with focus on higher-value tasks and activities

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What is Finance & Logistics Services (FLS)?

Financial Accounting

Accounts Payable

Accounts Receivable

Asset Accounting

Bank & Cash Management

Controlling

Funds Management

General Ledger

Investment Management
(PNS only)

Project Systems
(PNS & Health)

Enterprise Asset Management

Asset Management

Plant Maintenance
(PNS & Education)

Governance, Risk & Compliance (GRC)

Access Control

Process Control
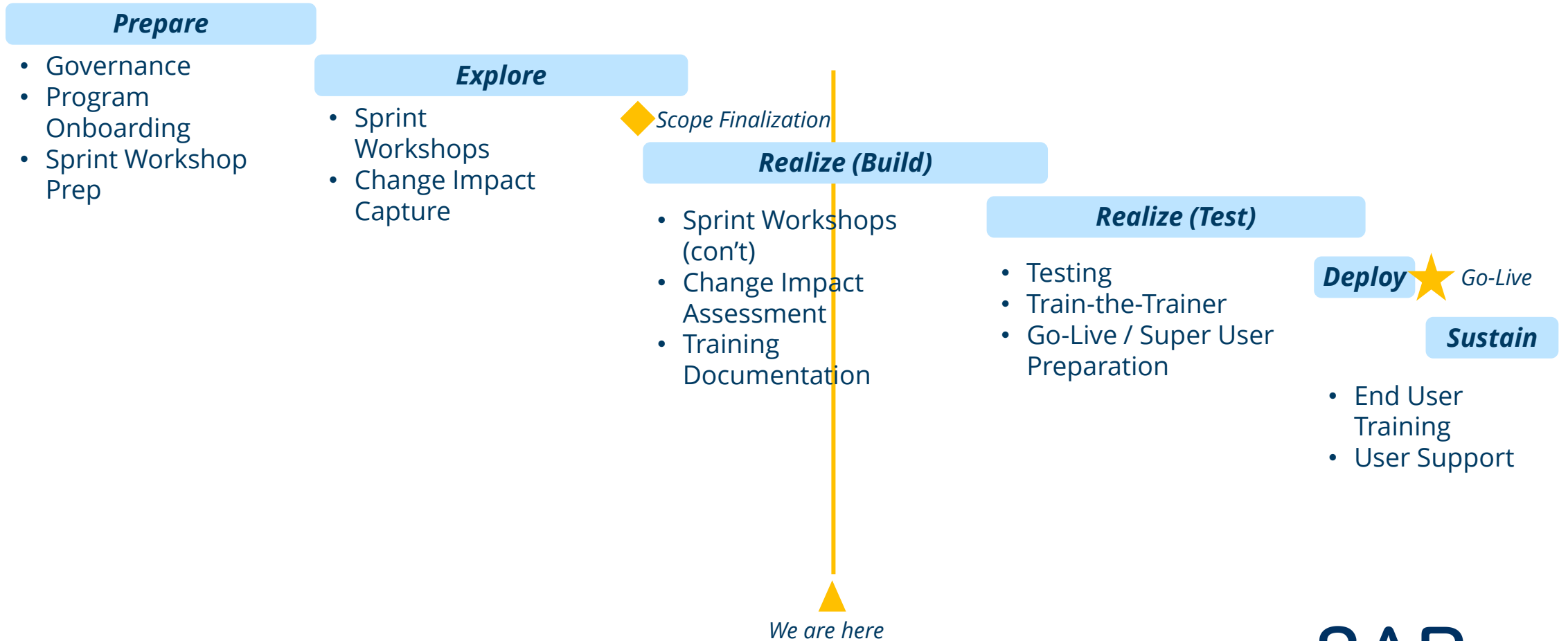
Logistics

Inventory Management
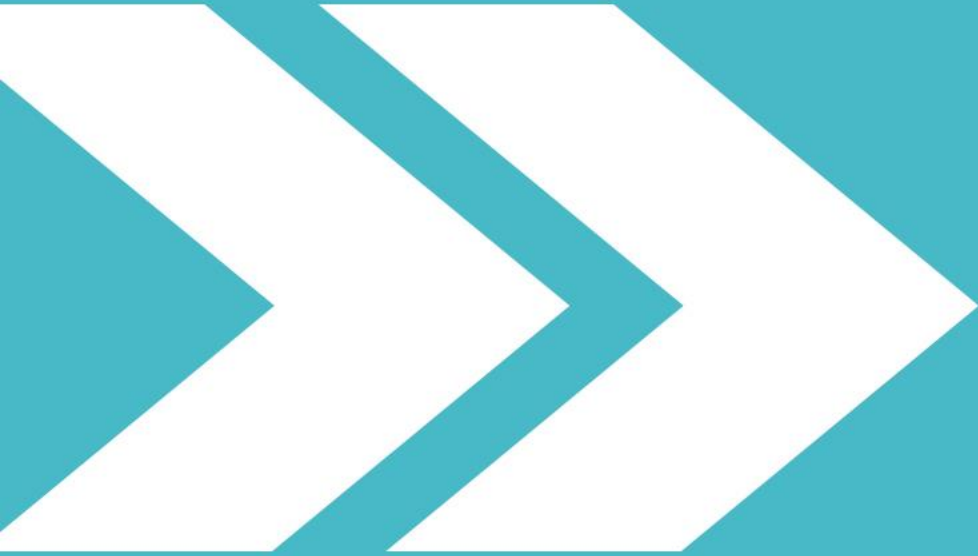*(PNS & Health)*

Procurement

S/4HANA Procurement

ARIBA Buying

FLS Phases

Prepare

- Governance
- Program Onboarding
- Sprint Workshop Prep

Explore

- Sprint Workshops
- Change Impact Capture

◆ *Scope Finalization*

Realize (Build)

- Sprint Workshops (con't)
- Change Impact Assessment
- Training Documentation

Realize (Test)

- Testing
- Train-the-Trainer
- Go-Live / Super User Preparation

Deploy ⭐ *Go-Live*

Sustain

- End User Training
- User Support

We are here

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Organizational Change Management (OCM)

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"The number one mistake of leading change is that we try to change things with information. If we just shovel enough information at people, 'poof' we're going to change. The people had to have an emotional response that opened them up to change…"

– *Dan Heath*

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Our Guiding Principles

Simplicity over complexity
Standard options over customization

Think big picture
Collaborating across three sectors towards one instance of SAP

Cost conscious
Reducing customizations and complex processes will help us realize cost savings and optimize our resources

Long-term not short-term
Focus on long-term sustainability of the system and processes

Adopting best practices
Asking ourselves "How can we make industry best practice work?"

Making decisions for the good of the whole

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How Do We Solicit an Emotional Response?

Communication

- Campaigns
- Blog posts
- SAP MP stakeholder websites
- Short videos
- Frequently asked questions
- E-newsletters

Engagement

- Change Leadership Network
- Functional Change Network
- Steer Co and governance advocacy
- Change Impact workshops
- Leadership engagement sessions
- Change readiness engagements
- Training / Enable Now

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Lessons Learned

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Lessons Learned

Start early	Integrate change into program activities	Engage intentionally	People come first
Manage your energy	Monitor change fatigue	Listen with intent	Inspire through role modeling

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[Nova Scotia's SAP Modernization Program - YouTube](#)

Thank you

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