

Organizational Change Impact Analysis

Enterprise Platform Migration • Legal, Supply & Business Partner Stakeholders

PURPOSE & METHODOLOGICAL APPROACH

This Change Impact Analysis (CIA) documents how the transition from an email-based manual contract intake process to a centralized digital platform impacts each stakeholder group. The CIA was conducted following stakeholder segmentation and forms the foundation for targeted OCM interventions including communication planning, resistance mitigation, training design, and sponsor engagement. Analysis is structured using the **ADKAR Change Model** — ensuring each impact is mapped to the specific change readiness state it creates or challenges.

ADKAR CHANGE READINESS FRAMEWORK

A	D	K	A	R
Awareness	Desire	Knowledge	Ability	Reinforcement
Does the stakeholder know WHY this change is happening?	Does the stakeholder WANT to support and participate?	Does the stakeholder know HOW to change?	Can the stakeholder DEMONSTRATE new skills and behaviors?	Are mechanisms in place to SUSTAIN the change?

IMPACT MATRIX BY STAKEHOLDER GROUP

Stakeholder Group	Nature of Change	Impact Degree	Perceived Benefit	Resistance Risk	ADKAR Gap	OCM Intervention
Legal Teams	From: email-based intake To: platform-initiated contracts with digital routing and approval	HIGH	Medium — reduces manual tracking but requires new system proficiency	MEDIUM — change to daily workflow; requires new platform skills	Knowledge, Ability	VILT walkthrough; job aid; office hours; SME support
Supply Teams	From: supplier onboarding via email To: platform-managed supplier registration and contract execution	HIGH	High — reduces cycle times and centralizes supplier communication	LOW–MEDIUM — perceived efficiency gain; some resistance to new system	Awareness, Knowledge	VILT; ClickLearn job aids; change champion network

Internal Business Partners	From: ad-hoc requests via email To: structured digital request submission through platform	MEDIUM	Medium — clearer process but requires awareness of new intake path	LOW — limited daily impact; primary gap is process awareness	Awareness, Desire	LMS announcement; mini lesson; FAQ repository
Third-Party/Supplier Legal	From: no formal digital touchpoint To: supplier portal access with defined responsibilities	MEDIUM	High — formal process reduces ambiguity and improves visibility	MEDIUM — unfamiliarity with the platform; external training dependency	Knowledge, Ability	Quick reference guide; vendor-facing job aid; office hours

PERFORMANCE IMPACT & MITIGATION STRATEGY

Resistance Mitigation

Early change champions embedded within Legal and Supply teams were identified and briefed 6 weeks pre-go-live. Champions served as peer influencers to surface concerns, address misinformation, and model positive adoption behaviors within their teams.

Communication Strategy

A phased communication plan was deployed: awareness messaging 8 weeks out, process-specific messaging 4 weeks out, and go-live readiness messaging 1 week out. All communications were role-targeted to minimize information overload.

Training-to-Performance Bridge

Training was designed to immediately precede go-live, with job aids and office hours available for the first 30 days post-launch. This bridged the knowledge-ability gap by giving learners real-time support during their first live transactions.

Adoption Measurement

Adoption was tracked via platform analytics (first login, first transaction, error rates) and reported to project sponsors weekly. Early low-adoption users were individually outreached by change champions within 5 business days.