

# CASE STUDY

## IARNRÓD ÉIREANN

Fujitsu worked with Iarnród Éireann to assist them develop a Change Management strategy & plan and to provide practical guidance when implementing this plan.



### Customer's Challenge

Iarnród Éireann is the national provider of rail transport in Ireland, delivering thousands of passengers to locations nationwide. In 1998, the International Risk Management Services report recommended the implementation of a centralised fault management system and planned maintenance regime. In order to implement these recommendations, Iarnród Éireann embarked on the implementation of an Infrastructure Asset Management system (IAMS). The system was implemented using SAP Plant Maintenance which was fully integrated with a Geographical Information system.

While a team was already in place to implement the technical solution, Iarnród Éireann recognised that additional change management expertise were required to consider the impact of the new technology on the Infrastructure division in particular around the areas of communications, training and impact on business processes. Iarnród Éireann engaged Fujitsu to work with them to develop a change management strategy and plan and also to provide practical guidance and support in the implementation of this change management strategy.

### Fujitsu Solution

Fujitsu worked with Iarnród Éireann to develop a change management strategy that specifically addressed the three core elements of change including communications to users and other interested parties, training of end users and impact on business processes;

- **Communications** - Fujitsu worked with Iarnród Éireann to identify the potential users and other interested stakeholders who would possibly be impacted by the introduction of the new system. Further work was undertaken to establish the key messages that should be communicated to each audience. A register of potential benefits for each audience group was developed. The focus at all times was to ensure that communications were focused and relevant for the particular audience. Fujitsu also worked with the client to provide guidance and support in the development of communications materials including briefing packs, presentations, newsletter articles, frequently asked questions, posters and an intranet homepage.
- **Training** – In the area of training Fujitsu worked with the client to develop a training strategy and plan which outlined the training requirements, training scheduling and delivery etc...

### Organisation

Iarnród Éireann.

### Services delivered

Change Management Strategy & Plan

### Business benefits

- With the advent of the new technology i.e. a fault management system Fujitsu ensured effective communication to all impacted users which increased the clarity on what benefits the new technology would have for the company and its employees.
- The Change Management strategy ensured the Organisation focused on the benefits the new system would offer.
- The Change Management strategy addressed people's concerns by planning, managing and controlling the change.

- **Impact Assessment** – The impact of the introduction of the new system was examined and where business decisions were required, these were identified and raised to the relevant business sources to enable resolution.

Once the strategy was agreed with the client, a change management plan was drawn up. This plan would effectively enable Iarnród Éireann to implement the strategy.

### Benefits to our Customer

By engaging Fujitsu to provide change management expertise, Iarnród Éireann achieved the following key benefits:

- **Effective communications to the impacted users** – Impacted users and other interested stakeholders were targeted for effective and relevant communications.
- **Improved clarity & focus on expected benefits** – Improved clarity throughout the organisation on the expected benefits of the new system including clear direction for the implementation team.
- **Integrated Solution delivery** – By initiating a program to manage the change impact of the new system, Iarnród Éireann were able to ensure a completely integrated solution

### Our Approach

Fujitsu have a tried and tested approach for delivering change management which was adapted to suit the unique nature of the Iarnród Éireann environment. At the start of the engagement it was agreed that the focus of the change management strategy would be to address the human side of the IAMS project and to specifically address people's concerns by planning, managing and controlling the change. The agreed approach included three distinct phases;

- Change Diagnosis
- Change Design
- Change Implementation

During the '**Change Diagnosis**' phase, Fujitsu worked with Iarnród Éireann to define the scope of the changes involved with the introduction of the new IAMS system. In particular all of the stakeholders that would be impacted by the new system were identified and the individual communications requirements of those stakeholders were assessed.

The '**Change Design**' stage was concerned with using the information determined during the 'Change Diagnosis' phase as the basis for the development of a change management strategy and communications plan. The change management strategy was focused on ensuring that information on the IAMS system would be delivered to the right individuals at the right time and using the appropriate mediums. During this phase Fujitsu also worked with the IAMS team to put in place feedback mechanisms to determine the effectiveness of the change initiatives.

Once the change management strategy and communications plan had been defined, Fujitsu continued to work with Iarnród Éireann on the rollout of the change management strategy and plan.

The structured change management approach used by Fujitsu enabled Iarnród Éireann to develop and rollout a communications strategy and plan which would successfully support the implementation of the IAMS system

### Our Expertise

Fujitsu has a proven track record in providing innovative and reliable IT consultancy and solutions, incorporating the best and most appropriate technology and methodologies that creates value for its customers by helping them to realise their business vision and deliver impeccable customer service.

We have also built a reputation for understanding the business requirements of a wide range of different organisations. Fujitsu's helps you tailor IT strategies that support your broader business goals and ensure the best possible return on investment. Our consultants use their vast experience and world-class analytical tools to guide you through the complexity of choices and increase your productivity.