

Navigating the TIDE of Change

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Introductions


- **Rebecca Bowman**, Management Consultant, Diginer
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- A photograph of a sailboat on a rough sea, viewed from the deck. The boat is white with a blue stripe. The sea is dark blue with white foam from the waves. The sky is blue with some clouds. An orange callout box is overlaid on the left side of the image, containing three bullet points.
- Don't repeat history
 - Know your audience
 - Build cross-functional teams

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- Focus on the right things
 - Use external expertise
 - Cross-functional leadership commitment

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- Fears are real, acknowledge them
 - Flexibility is crucial
 - Build with culture in mind

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- Stay committed to goals
 - Course correct as needed
 - Measure both in tangible benefits

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- Start with the end in mind
 - Build the right support
 - Agility is a requirement



Thank you!



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OCM Experience

“It is clear that Digineer cares about each individual client and nimbly works to identify both the true needs of the organization and the next steps necessary to achieve results. Digineer engaged with us to identify and implement project and change management techniques that Rasmussen College has taken and applied to future projects within the organization. Through our relationship with Digineer, our organization has established practices that have brought enhanced efficiency and operations to the College.”



Case Study: Navigating the TIDE of Change

Achieve key business goals by focusing on people first

Rasmussen College, a regionally accredited private college specializing in high-demand educational programs in a supportive, student-centered environment, was embarking on a major student policy change and needed help to ensure implementation went smoothly.

College administrators wanted to transition to digital content as a norm for delivering course materials and resources rather than traditional hard copy textbooks. Students would now receive a free eTextbook with the option to purchase a hard copy whereas previously they were allowed to exchange eTextbooks for a free hard copy.

Rasmussen College needed a partner with change management expertise to help create, implement and sustain a systematic communication and training strategy across multiple departments.

The partner they chose was Digineer.

Our Solution

Digineer's challenge was to introduce a comprehensive strategy to ensure successful, company-wide implementation while also maintaining the quality of student and faculty performance and experience.

Together we developed an organizational training and communication strategy called TIDE, which not only created an OCM plan for different work streams but also managed the execution and facilitation of 250 OCM training, communication and mentoring tasks.

Using a combination of change management, program management and project management methodologies, Digineer's approach enabled Rasmussen College to:

- Help identify change initiative challenges and manage multiple projects
- Maintain the continuous alignment of program scope with strategic business objectives
- Increase visibility into project health and manage resources efficiently
- Create stronger partnerships between business and technical teams to increase the success of the change effort

Our Results

Rasmussen College far exceeded its goal of creating a digitally literate student body.

The team created a knowledge management system for both internal employees (SharePoint) and external students (Website) on digital content, which received thousands of individual clicks over the course of only a few weeks. In addition:

- ✓ Less than 3% of students purchased a supplemental print option for their course materials when initial predictions had that number at 15%.
- ✓ The team expected to receive a minimum of 1,800+ help desk calls as a result of the change and only received 870, marking the lowest help desk call volume for a change of this magnitude.
- ✓ Rasmussen College anticipated increased drop rates due to the digital content change. Loss resulted in 0.0005% of drop increase during the semester due to the change.

Furthermore, the project effectively changed the culture at Rasmussen College to include:

- The introduction of a viable change management discipline
- A positive new experience with cross-functional teamwork
i.e. more opportunity to bring the College together
- Senior leadership thinking differently about how to manage strategic projects
i.e. better understanding of need for strong project management roles, internal communication management, as well as strategy and portfolio management

Outcomes & Results

Implemented POP (Purchase Optional Print) option

- To provide a printed material option for students concerned with only having digital materials
- Distribution method established with Ambassador Bookstore
- Incorporated into publisher strategy 2.59% of student population has participated in option (as of 4/28)

POP Sales Summary (to date)

Item Category Name	Net Number of Orders	Numbers of Unique Students	Number of Unique SKUs Ordered	Total Net Qty of Items Ordered
Textbook	199	190	159	350
POD	186	182	112	292
	385	372	271	642

Outcomes & Results

POP availability

	Targeted	Actual
POD	50%	67.85%
POD (Textbook or POD)	90%	98.77%

Historical Exchange Rates

Quarter	Exchange Rate
Spring 2013	32%
Summer 2013	32%
Fall 2013	41%
Winter 2014	37%
Spring 2014	3%