AUTHOR: Ryan Forrest, Global Director of Strategy

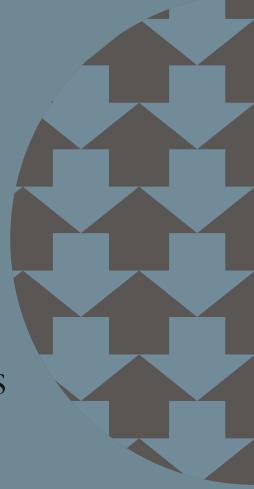# ADOPT.
Point of View Paper

Adopt or Die. Failing to make technology and process stick is no longer an option.

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When are we going to admit it? Despite decades of tried and failed attempts at implementing new technologies and processes inside marketing and sales organizations, most of the time we just aren't very good at it.

Millions of dollars wasted. Endless frustrations. Countless missed deadlines. Only to be left with poorly integrated, barely utilized, hated solutions, and rarely followed flawed processes. In the end, people, reputations, and business outcomes suffer.

It's a particular frustration that, even after these repeated failures, nothing really changes. Understanding the reasons for failure isn't the problem. Everyone knows exactly why their projects fail. So why does nothing really change the next time out? What separates the successes from the failures?

Having collectively delivered hundreds of large-scale transformation projects at Bluprintx, we can testify that true successes are the exception, not the rule. That there are a few key criteria that make these stand out. And that there's only one recurring theme. Adoption.

Adoption can be the deciding factor between success and failure of digital transformation, and we'll explore why in this article.

ADOPTION IS NOT SOMETHING YOU DO AFTER THE FACT.

Adoption's role is often completely misunderstood in the cycle of transformation. In most instances it's seen as an activity that happens after the implementation of a process or a technology. The secret, if there is one, is that adoption begins before your project even starts. It's present throughout and carries on well after the project is finished.

Here are some ways you can apply adoptive thinking on your next project.

Adoption during the design process
Involve all stakeholders in the early planning and design stages so they feel they are co-creating a solution and that it will meet their needs. Help them answer the question "what's in it for me?". In discovery, understand pains of using current systems and processes and determine what's important to end users as well as management.

Co-design the end user experience across multiple platforms. Understand how the experience can be streamlined so to not overwhelm by introducing many new systems at once. Define what each system will and won't be used for, how moving between systems can be made seamless, how you can ensure data is only ever entered once and not re-keyed into different systems multiple times.

Next agree roles and responsibilities by designing your RACI from the outset. This will also inform whether you have capability and capacity to get value from the initiative or whether you need additional support, resource, or training.

Finally identify the KPIs that will be used by leadership to determine successful adoption and support decision making on their levers of growth. Define the successful outcomes of the project and ensure key stakeholders are aware. If you're not able to use data to support decision-making, then your projects will have failed.

Making adoption stick during project delivery
To not involve your people during the implementation of technology or processes is a missed opportunity. Ensure users and teams outside core functions are informed and provided input where their processes may be impacted. For example, where a marketing workflow change impacts how the legal and compliance team provides sign off or an external creative agency will receive a campaign brief and return assets to marketing.

User Acceptance Testing is a critical moment to include user experience and feedback as a priority. Leadership can also use key initial adoption/exception reports and core KPIs to establish confidence before go-live.

Lastly, a clear mandate and authoritative communication from the CMO or senior leaders that this will be our new way of working has to be communicated pre-launch, at launch, and post-launch.

ADOPTION POST GO-LIVE.

Training is an obvious tool for adoption but if you're training at this stage, it's probably already too late. At this stage training is thinking about certification paths in different platforms. Focusing on supporting the career growth of individuals will improve capability and self-sufficiency in the platforms or processes over time.

Running regular check-ins and enablement sessions help build understanding and ensure tips/tricks are being shared broadly. Also try to highlight individual successes in the early days of new systems/processes.

Providing helpdesk support (in house or external) can ensure that all issues and change requests are logged and that all stakeholders can see that they are being heard and their concerns are being acted on. It can also free internal resources to focus on driving results from the initiative rather than on lower value tasks, speeding time to adoption and value.

ADOPTION THAT DRIVES FUTURE GROWTH.

Adoption doesn't stop once new platforms or processes have been implemented. Ensure that there is regular communication of the value the initiatives and changes are delivering. Are you more efficient? Has speed to market increased? Has customer engagement improved? Have revenue outcomes been achieved?

Use the operational data to drive business growth and cement success. Include insights in quarterly reviews and leadership messages to show the importance of the changes and create a virtuous cycle of users feeling accountable and responsible for maintaining the new way of operating.

Share successes of where the initiative has supported new optimizations and better results. Highlight and reward individuals or teams who are delivering results through adopting best practices in the platforms, ways of working or usage of data.

BLUPRINTX: DRIVING ALWAYS-ON ADOPTION.

While adoption is not the sole arbiter of success, without it, failure is guaranteed. We support our customers in a variety of ways to ensure their adoption plans are baked into transformation and change.

CHANGE MANAGEMENT PROGRAM

Our change management program compliments your internal HR/People teams and processes to put humans at the centre of change. It ensures objectives and the need for change are clearly communicated, visions are translated into meaningful actions for those impacted, and people are empowered throughout. Our established methodology moves organizations to the new desired state while unlocking value from your team as quickly as possible on a path to sustainable growth.

TEAM OR CAPABILITY AUGMENTATION

Budget cycles, headcount freezes, and a number of hiring constraints often limit our customers' ability to manage their day-to-day operations. With our team augmentation services, we can embed one of our consultants into your team full time for 6, 12, or 18 months. This avoids the delay of hiring, onboarding, and recruiting by slotting one of our experts into your team.

TRAINING

Training is a fundamental pillar of employee retention and satisfaction. Learn from our experts who teach reality. Being mentored by experts teaches your team the mistakes we made earlier in our careers, so your team doesn't have to learn the hard way. We tailor training packs to each job title, role, industry, and level of desired platform expertise.

RAPID ISSUE RESOLUTION

Our world-class support team's goal is to keep your systems running optimally at all times. Our engineers are always ready to provide assistance to you and your team whenever and whatever problems might arise. Our centralized HelpDesk provides you access to our entire Global Support Network of engineers from anywhere in the world ensuring that your issues get routed to the proper people, wherever they might be.

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