

UNO IT Academy
Organizational Change Management

Scenario A – Web Content Management – Take Two!

Summary: Online Stock brokerage firm similar to Ameritrade is attempting to adopt Web Content system in 2014 after a failed attempt to do this in 2009. The earlier system lacked a strong sponsor and the system and users found it to be more work than it was worth in 2008. While the package was implemented the project did not achieve the benefits described by the sponsor.

Actors: Sponsor (season marketing manager but not the original sponsor). Web designers, Employees in sales and marketing, business analysts IT support team and project manager.

Scenario:

This scenario involves the adoption of a web content management system by a Online Stock Brokerage service similar to Ameritrade or Schwab. Trustworthy Financial services is being asked for the second time to select and roll out a web content management system which will better manage content on their website. Today they use a web content management product that was selected and installed in 2008. It features the ability to manage the components on a website and keep track of all documents viewed by customers on the site. It also features workflow to allow for electronic review and approval by the compliance department before items are posted on the customer website. These features are essential to regulators. They selected this web Content Management System to free up the web designers to create more effective websites and allow the associates in Marketing, Sales and other areas of the company to directly update the websites. The current WCM system does allow for the workflow and the versioning of all content. However, the technology continues to require that anyone who updates the HTML content must use a tool like Adobe Dreamweaver and have an understanding of HTML and CSS. The associates in marketing found the use of an HTML editor to be too difficult and pushed back to the Web Design team. This meant that the designs are mocked up by Marketing and Sales and then the Web Design must make all changes to the web sites.

Fast forward to today, the same customers are asking for more direct ability to edit and update content without having to involve the web Design team that has become a bottleneck in the process. You are a project manager assigned to lead a team to determine a solution to make it easy for customers to directly update their content. The good news is that web content management technology has improved significantly from 2005. Now the end use tools are web based editors similar to a Google Doc editor for HTML/CSS pages. So the technology appears to be easier to use. However, your sponsor, the head of the Web Design division is skeptical that even with easier tools the customers in Marketing and Sales are likely to push back again, based on the prior experience. As a project manager with human change management as one of your competencies, you need to create a plan to gain the buy in of the people who will actually be assigned to make changes to web pages in Sales and Marketing. This will be a shift of work and you expect resistance. Explain how you would reduce this resistance as your project selects a new web content management system that will do everything the prior system did but will also be easy enough for Sales and Marketing to use. How will you gain the buy in of the past skeptics in Marketing and sales as your project reviews different software options? Use techniques you have learned and your own experience to build your human change management plan for this project so you can share this with your sponsor.