



# Change management in your SME's digital transformation



VICEPRESIDENCIA  
PRIMERA DEL GOBIERNO  
MINISTERIO  
DE ASUNTOS ECONÓMICOS  
Y TRANSFORMACIÓN DIGITAL

SECRETARÍA DE ESTADO  
DE DIGITALIZACIÓN  
E INTELIGENCIA ARTIFICIAL

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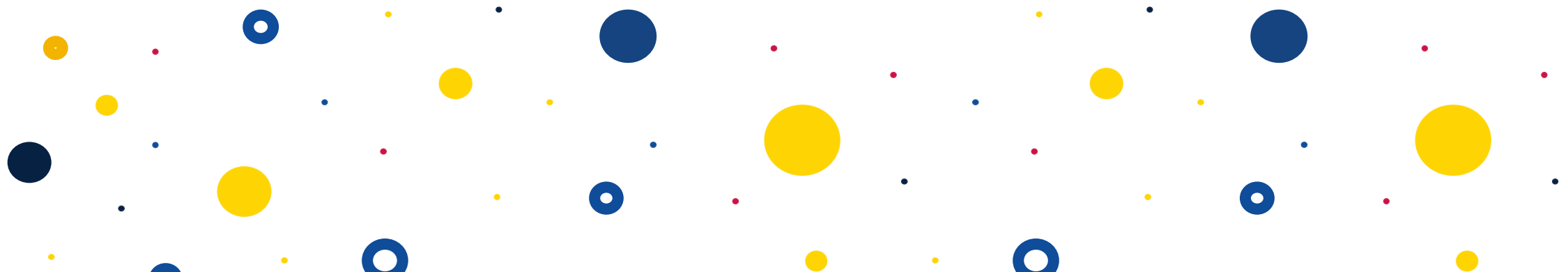
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# Introduction

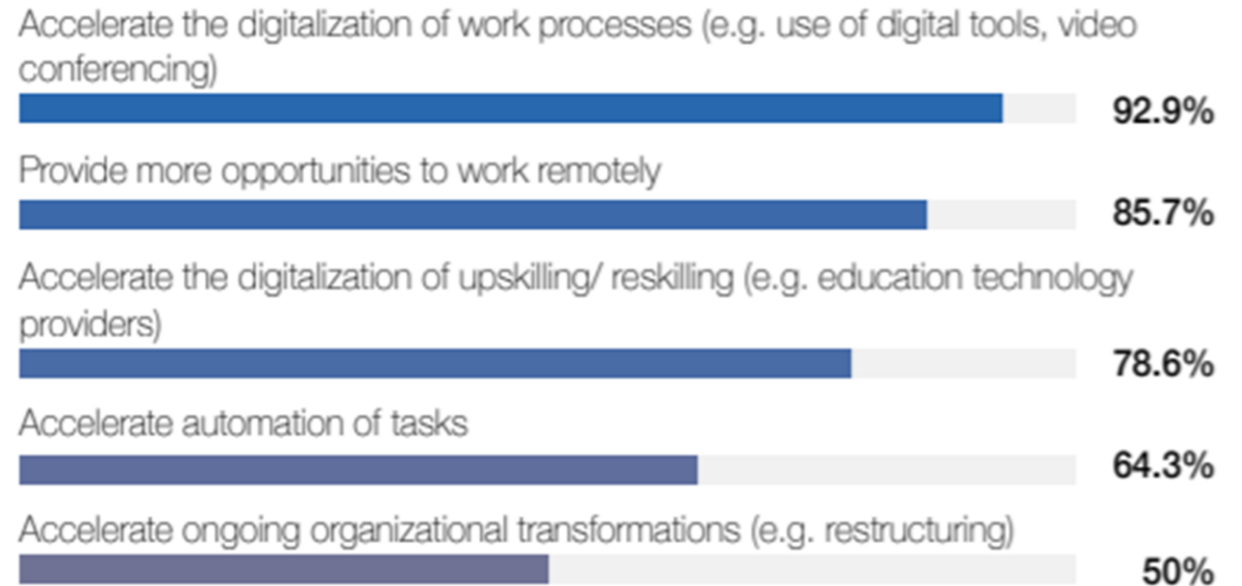
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With the arrival of new technologies and connectivity, it has become easier to work both in a physical and remote manner over the last few years.

**The workplace digitalisation has been essential to maintain business services and continue to respond to the needs of customers, whose consumption habits have also been altered in this respect.**

## Impact of COVID-19 on companies' strategy

Share of companies surveyed looking to adopt this strategy as a result of COVID-19



Source: The Future of Jobs Report 2020.



# ¿What is Change Management?

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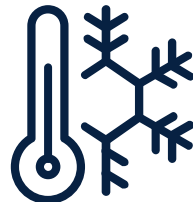
**STAGE I:  
DEFROSTING**



**STAGE II:  
CHANGE**



**STAGE III:  
FREEZING**



***“Change management is a way of encouraging people in an organisation to adapt to new ways of working.”***

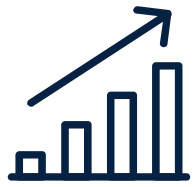
Business Process Management Body of Knowledge

Studies conducted by Kotter International show that **30% of projects are successful in their implementation**, while the rest of the projects do not go ahead for two main reasons; resistance and/or cultural reasons that are not adequately addressed (75%) or lack of senior management sponsorship (25%).

# ¿What is Change Management?

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› Any change is a factor that brings **IMPROVEMENT** in certain aspects to the company:



1. Company's costs reduction
2. Organisational growth
3. Human talent leverage
4. Increases employee wellbeing and motivation
5. Increased success in projects and initiatives

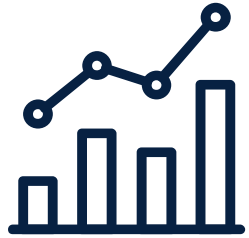
› In addition, certain **RISKS** may arise when dealing with change, which must be known:



1. Not carrying out an organisational diagnosis
2. Risk measurement and assessment
3. The role of the leader in the organisation
4. Plannification and communication
5. Resistance to change
6. Follow-up of changes

# Methodology for a successful change management

► When developing a change management strategy and in order to have a positive impact on the company, a methodology must be followed, as outlined below.



**IMPACT  
ANALYSIS**



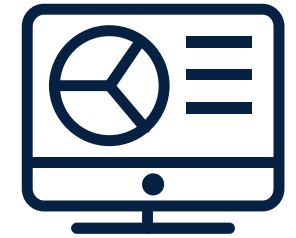
**COMMUNICATION**



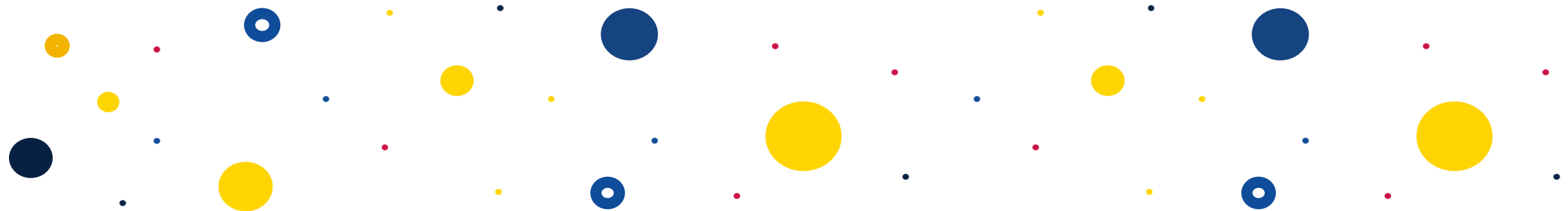
**COLLECTIVES  
MANAGEMENT**



**TRAINING**



**TRACKING AND  
MONITORING**



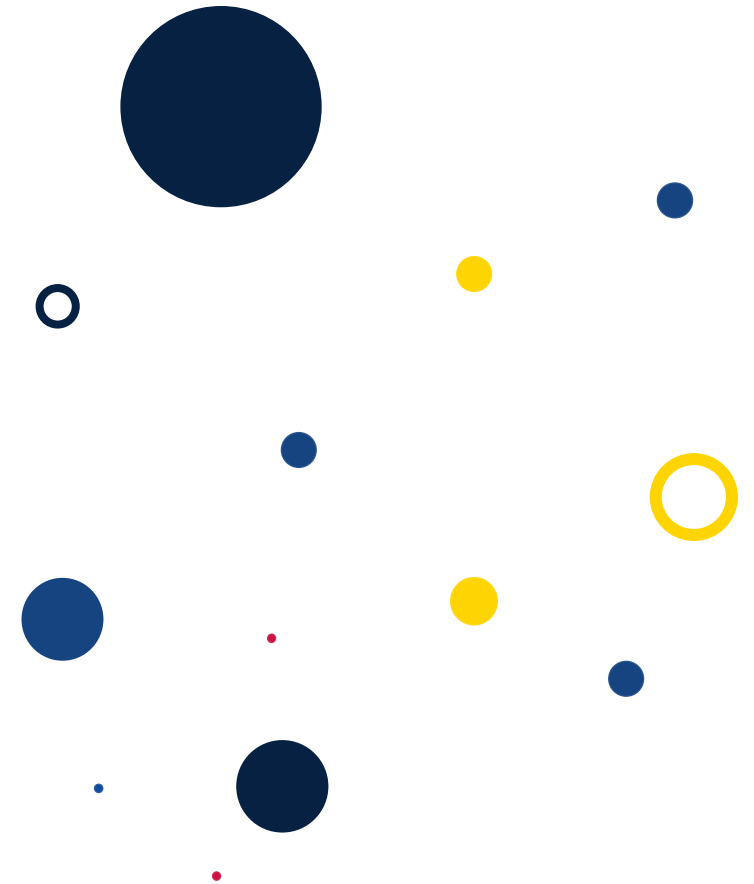
# Conclusions

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**Recent times have not been easy for SMEs, especially considering the change in the way they work due to the confinement caused by the Covid-19 pandemic.**

SMEs were forced to digitalise the way they deliver their services and sell their products, often very quickly and without the necessary preparation that such processes entail.

**A change management strategy is absolutely necessary to understand and adopt any kind of organisational change in an SME**





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