Accenture Change Tracking

Planning and managing change with an insight-driven, analytics-based approach
Successfully executing high-impact change programs—systems implementations, new business strategies, post-merger integrations, shared services and much more—is vital to the long-term competitiveness of companies.

Yet it remains the case that high percentages of such initiatives fail to deliver on their promise. They go over schedule and over budget or may become derailed entirely. Why is this so?

One of the factors is that companies are rarely managing a single change initiative, but rather a portfolio of such initiatives—multiple programs running concurrently as part of more sweeping organization transformations. A second factor is that the interactions of the variables that affect whether change is successful—the “levers,” as it were, that need to be monitored—often go into the billions, well beyond the ability of teams to manage with traditional tools and approaches.

Accenture Change Tracking is a patented, analytics-based system—based on years of research and experience with actual change programs—that offers predictive capabilities, helping executives set a more successful course for change, monitor progress and take corrective action as needed.

When it comes to change, the decisions of even the most experienced executives can be based on assumptions, hunches and intuition. Instead, by taking a data-centric approach, Accenture Change Tracking delivers insights and more accuracy to executives and change managers. The data model, data structure, results and recommendations provided are derived from actual data and mathematical models.

How does the analytics system work?

Accenture Change Tracking uses a research-based questionnaire to collect data from the organization across multiple dimensions of change and then to track progress towards its change goals and required internal capabilities. It uses pattern-recognition technology—based on a database of now more than 850,000 individual responses—to predict the optimal path to improved performance for that organization.

Feedback is configured in easy-to-understand change “maps” so that leadership can identify the drivers of organizational performance, see what actions need to be taken and run predictive modeling scenarios to test different paths and actions along with their potential results.

The benefits of Change Tracking extend beyond decision makers to the entire organization. The system provides a means to actively engage people at all levels in a positive way during the change process, focusing their energies and efforts on the factors that really make a difference.

Change Tracking helps accelerate successful change, delivering more sustainable improvements in business performance.

Global experience with Accenture Change Tracking

Change Tracking is being used by private and public organizations across a wide variety of sectors including manufacturing, financial services, telecommunications, energy, mining, chemicals, health care and government service. Clients include large global corporations who are using Change Tracking across operations in Europe, the Americas and Asia Pacific.

Transformational change programs supported by Change Tracking have included new business strategies, IT systems implementations, worldwide manufacturing best practices, global post-merger integrations, scientific innovation, cost management, occupational health and safety research and shared services implementations.
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A distinctive approach to measuring and tracking change

What makes Accenture Change Tracking stand out in the marketplace of change management and measurement solutions?

Change Tracking:

• is specifically designed to measure and track change and is built from research and extensive discussions with hundreds of managers and executives in change implementations.

• goes beyond softer measures taken by readiness or climate surveys, helping to take into account the type, stage and conditions of change, as well as the level of resources required to achieve business performance goals.

• compares results against a unique set of benchmarks: now more than 850,000 individuals, representing experiences from multiple kinds of programs including growth, restructuring, cost reduction, technology implementations and more.

• bases its results on a core analysis involving more than 33 billion calculations.

• uses complex analytics technologies yet presents feedback in easily understood journey maps that help leaders take corrective action and predict the effects of different strategic choices on organizational performance.

• provides rapid turnaround from data collection through analysis; timely information enables teams to build action plans around meaningful results.

• enables links to performance metrics and KPIs, helping to merge financial information from reporting systems with the performance data gleaned from the scientifically designed questionnaires.

Accenture Change Tracking is changing the way leaders of global organizations understand and execute significant change. It can improve the quality of decision making during transformational programs and therefore help leaders achieve better business outcomes.

Support across the spectrum of change initiatives

Accenture Change Tracking provides insight-driven support for multiple types of change-related programs:

Planning change and assessing risk
Change Tracking is often used in advance of a change initiative, or as part of a broad assessment of performance improvement capabilities. It allows high-risk areas to be identified so that effective change or improvement strategies can be developed. Resources can be focused on the areas where they are needed most.

Managing change and taking corrective action
Where a specific change program has been initiated, Change Tracking can be applied to teams implementing the program as well as those affected by the change. The type of change and desired objectives are specified at the outset so questionnaires and reports are appropriate to the type of change being implemented.

Realizing value from long-term change portfolios
Ultimately the purpose of a change program is to drive business value, not simply to complete a project. Too often, however, measurement of benefits ends when the program ends. Change Tracking enables an organization to continue to measure its progress and its ability to sustain benefits. For this need, Change Tracking cycles are repeated on a regular basis to improve performance and track the achievement of business value across the company over time.
Contact Us:
For more information about how Accenture Change Tracking can help your organization accelerate successful change and deliver more sustainable improvements in business performance, please contact changetracking@accenture.com.

Or visit us on the web at: www.accenture.com/changetracking.

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About Accenture Strategy
Accenture Strategy operates at the intersection of business and technology. We bring together our capabilities in business, technology, operations and function strategy to help our clients envision and execute industry-specific strategies that support enterprise wide transformation. Our focus on issues related to digital disruption, competitiveness, global operating models, talent and leadership help drive both efficiencies and growth. For more information, follow @AccentureStrat or visit www.accenture.com/strategy