



# Prosci Customer Success Snapshots

How Prosci is helping customers succeed at change.

***Prosci***<sup>®</sup>  
PEOPLE. CHANGE. RESULTS.™

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# Energy and Utility Company Builds Change-Ready Organization With Prosci



## Challenge

AVANGRID is a leading energy and utility company headquartered in Orange, CT, with operations in 24 U.S. states. To quickly respond to the demands of a rapidly changing industry, company leaders established that building change competency across the enterprise would bring them the business agility they needed.

## Solution

Partnering with Prosci, the company identified key individuals to attend the Prosci Change Management Certification Program. Members of a newly formed change management office attended Prosci's Enterprise Change Management (ECM) Boot Camp to help formalize their strategy for building change capability. A Prosci License provided important, cost-effective access to Prosci's tools and resources.

## Benefits

- **Prosci Certified Change Practitioners** on large-scale, high-impact projects across business areas helped the organization achieve change success
- **Prosci Change Management Maturity Model Audits** identified opportunities for elevating their ECM Strategy Map, which advanced their efforts to build enterprise change capability
- A **change management office** and **change agent network** comprised of change practitioners and backed by the Prosci Methodology executed the plan to develop change management as an enterprise core competency



Industry: Energy and Utility

## Results

- Grew **overall change maturity** from Level 1 to Level 3 (on a scale of 1-5)
- Supported by the Change Management Office, successfully implemented **SAP network application** impacting 4,100 employees, resulting in notably high adoption rates
- Enhanced operational efficiencies and employee well-being by leveraging the Prosci Methodology on **Wellness** and **Operational Excellence** initiatives

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Prosci's team is knowledgeable and responsive, and consistently seeks to evolve the change management discipline through quality research and benchmarking.

Diane M. Schreiner,  
Director of Change Management



Read the full [success story](#).



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# Avnet Improves Project Results Across Organization by Building Change Capability



## Challenge

Avnet, Inc. is a global distributor of electronic components, enterprise technology and embedded technology, with over 15,000 employees in more than 300 countries. Operational excellence is an ongoing initiative for the company, and the leadership team identified that building enterprise change capability was imperative to continued operational improvements.

## Solution

The company developed change practitioners across the organization through the Prosci Change Management Certification Program. Prosci role-based training upskilled project sponsors, people managers and front-line employees. A Prosci License provided access to the Prosci tools and resources important to individuals involved in change management.

## Benefits

- **Increased overall ability to thrive during change** through change practitioners in every region effectively managing important changes
- **Developed individual change capabilities** in managers, sponsors and front-line employees to support their roles as agents of change
- **Standardized approach to change management** and extended change management capabilities across teams through unlimited access to Prosci tools and materials via a Prosci License

# AVNET®

Industry: IT Solutions

## Results

- Successfully built out a network of **450 Prosci Certified Change Practitioners** to help achieve change success
- Applied the Prosci Methodology to projects, which **improved project results** and **increased project ROI**
- Used the Prosci Change Management Maturity Model Audit, revealing **increased change management competency** in all regions, with many reaching Level 3, 4 or 5 (on a 1-to-5 scale)

”

A Prosci License was critical to building enterprise-wide change capability.

Carla Howard,  
Change Management Center of Excellence



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# Transportation Organization Drives Sustainable Improvements With Prosci



## Challenge

The Colorado Department of Transportation (CDOT) is the principal department that administers state government transportation responsibilities in the state of Colorado. With the state's population expected to almost double in the next few decades, managing change effectively became a strategic imperative, especially important for an underfunded, sprawling state government.

## Solution

CDOT elected to partner with Prosci, embracing its methodologies and tools to help build internal change management competencies throughout the organization. Prosci training supported change managers, front-line managers, executives and employees in fulfilling their change-enabling roles. An Enterprise Change Management License helped change leaders build change capabilities in targeted groups across the organization.

## Benefits

- **Enhanced customer service and organizational efficiency** by strengthening the change management function in those areas
- **Optimized Lean practices** by integrating change management and Lean methodologies
- **Reduced training costs** via a Prosci Enterprise Change Management License
- **Promoted change success** through an engaged change agent network comprised of Prosci change practitioners across the organization



**COLORADO**  
Department of Transportation

Industry: State Government

## Results

- Reduced error rates of the oversize and overweight permit division by up to **55%**
- Drove operational efficiencies, such as eliminating **23** unnecessary steps in one office's contract review process, reducing contract review time from **5** to **3** days
- Equipped executive team and people managers to be **key influencers** for changes critical to CDOT's mission: to ensure that Colorado has a safe and efficient highway system for motorists

”

Here at CDOT, we know that building and maintaining effective organizational change capability is crucial. Prosci's approach is straightforward, research-based, and easy to use, and aligns with our strategic direction.

Gary Vansuch,  
Director of Process Improvement



Read the full [success story](#).



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# Danish Transport Company Advances Change Capability Globally



## Challenge

DSV Global Transport and Logistics is a midsize company offering transport services worldwide, with employees in more than 80 countries. Project teams in a 10,000-employee division struggled to achieve the results needed on projects. The division formed a Business Change Management unit and decided to build change capability based on the Prosci Methodology.

## Solution

The company turned to Prosci and Prosci affiliate partner proacteur (now Nexum Group) to help build its organizational change capability. Key DSV individuals attended one of several onsite Change Management Certification Programs facilitated by proacteur, all gaining credentials as Prosci Certified Change Practitioners.

## Benefits

- **Certified nearly 50 change practitioners** across the business, improving the organization's ability to achieve desired project outcomes
- **Equipped 350 managers as well as executives** for their change-enabling roles
- **Integrated project management and change management**, developing change management as a standard practice for all projects lasting longer than a month
- **Leveraged the Prosci Change Management Maturity Model Audit** to gauge progress in building change capability



Industry: Transportation & Logistics

## Results

- Achieved **solid results** on two pilot projects, leading to a standard approach to project management that includes change management
- Established local Business Change Management teams in 22 countries, extending **change capabilities** globally
- Increased **overall change maturity** from 2.4 to 4.2 on a 5-point scale
- Experienced **higher returns** on their project investments



A structured approach around change management is one of the best decisions we've made.

Annemarie Brorsen,  
Director – Head of Business  
Change Management



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# Federal Agency Elevates Project Success by Building Change Capability



## Challenge

The Federal Aviation Administration (FAA) regulates civil aviation and U.S. commercial space transportation, and maintains and operates air traffic control and navigation systems for both civil and military aircrafts. Like many government agencies with critical responsibilities to the public, the FAA recognized the need to become more effective at leading and managing organizational change.

## Solution

The FAA's Flight Standards Service, which promotes safe air transportation by setting the standards for staff certification and oversight, partnered with Prosci to help build a change-ready organization. Training for key individuals included the Prosci Change Management Certification Program, Train-the-Trainer Program, Enterprise Change Management Boot Camp, and role-based programs for managers, sponsors and front-line employees.

## Benefits

- **Developed a critical pool of change practitioners** to serve in dedicated change management roles on large-scale projects
- **Minimized costs** by leveraging Train-the-Trainer instructors to train and develop change practitioners internally
- **Equipped senior leaders** to be effective agents of change through Prosci training and best practices
- **Achieved greater success on projects** through applying the Prosci Methodology



**Federal Aviation  
Administration**

Industry: Federal Government

## Results

- **Certified 40** Flight Standards Service employees in Prosci change management
- **Equipped 5,400** staff members—including sponsors, people managers, project managers and others—to do their parts in helping change projects succeed
- **Matured the discipline of change management** within the public sector, partnering with the U.S. Navy, U.S. Air Force, and other government agencies to help build their change capabilities

”

Our goal is to transform the way change is done in government. By changing our mindset and enhancing our skillset and toolset, we are effectively leading change.

Aris Scarla,  
Change Management Group,  
Flight Standards Service



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# Microsoft Increases Customer Adoption Rates With Prosci



## Challenge

Changing customer expectations and market dynamics in the technology sector created an increased urgency around change and user adoption for Microsoft. The move to subscription-based licensing models for Microsoft's core technology solutions coupled with a move to cloud services made change management an essential competency to drive and sustain revenue.

## Solution

Microsoft Enterprise Services identified the need for more external credibility around change in their Adoption and Change Management services. The project-based consulting practice decided to standardize around a proven, scalable change management methodology that would allow Microsoft customers to quickly and successfully adopt Microsoft technology.

## Benefits

- **Extensive internal change capability** equipped employees and partners to help customers drive adoption and usage in their organizations
- **Prosci Enterprise Change Management License** enabled customized, scaled change management training for customers and partners
- **Prosci Certified Advanced Instructor** credentials enabled dozens of change leaders to certify thousands of practitioners with world-class skills
- **Change management** now integrated into HR, IT, sales, customer success and elsewhere



Microsoft®

Industry: Technology

## Results

Increased adoption rates as high as **450%** via advancements in change capabilities:

- **2,250+** individuals certified as change practitioners to create a solid base of change management professionals
- **25,000+** employees educated with change management training, webinars and online resources, including **1,000+** managers and sponsors
- Change resources available to **250,000+** employees, partners and customers

”

Change management creates a competitive advantage for our customers, and it achieves business outcomes and ROI at a greater rate than we would otherwise see.

Alistair G. Lowe-Norris,  
Global Director of Adoption & Change  
Management Strategy,  
Microsoft Digital, Services & Success



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# Microsoft Investor Relations Delivers Flawless Earnings Release With Prosci



## Challenge

Microsoft is known today for enabling digital transformation. And within the organization, its Investor Relations team established that it was time to replace a legacy digital platform for delivering earnings releases, making the FY23Q2 release especially complex. These quarterly releases are high-risk, high-visibility, time-critical projects. Successfully implementing the new platform and delivering an error-free earnings release was essential to SLAs, brand reputation and more.

## Solution

The Investor Relations team leveraged inherent change management capabilities stemming from Microsoft's long-standing partnership with Prosci. Change practitioners within the team were well-equipped to follow the Prosci Methodology to manage the change, enabling a successful transition to the new earnings release platform and successful delivery of the important quarterly earnings release.

## Benefits

- **Microsoft and Prosci partnership** has equipped teams like Investor Relations with the change management skills and tools for project success
- **Prosci best practices** such as risk analyses helped the team identify groups impacted by the change and understand how to support them
- **Actionable change management plans** helped guide the team in securing the right sponsors, coaching managers, training employees, managing resistance, and communicating with stakeholders



Microsoft®

Industry: Technology

## Results

- **Delivered flawless, precisely timed FY23Q2 earnings release** to worldwide audience
- **Protected Microsoft brand and reputation** by meeting stringent earnings release security, accuracy and delivery requirements
- **Achieved the full ROI** of the move to the new earnings release platform by managing the change effectively and executing an error-free earnings event

”

Prosci change management tools and skillsets facilitated adoption of the new platform and helped us deliver a flawless earnings release.

Kent Rosema,  
Partner GPM for Financial  
Management Platforms



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# Global Manufacturing Company Equips Managers and PMO With Change Capability



## Challenge

Oshkosh Corporation is a global manufacturing company that designs and builds the world's toughest specialty trucks, truck bodies and access equipment. A Fortune 500 Company with operations on four continents, Oshkosh built internal solutions to address business opportunities, but fell short on end-user adoption. They decided that it was time for a formal approach to change management.

## Solution

Upon choosing Prosci to help build change capability, Oshkosh developed a core change team. Members attended the Prosci Change Management Certification Program, and several added Prosci Train-the-Trainer credentials. These credentials, combined with a Prosci License, enabled change leaders to deliver customized, role-based change management training internally.

## Benefits

- **Train-the-Trainer** credentials and **Prosci License** reduced the cost of internal training, enabling broad delivery of role-based programs
- **Prosci License** enabled the change team to build standard, co-branded internal training programs and change management solutions, customized to better reach specific audiences
- **Role-based trainings** helped prepare managers, project teams and others for their important roles in change success



**OSHKOSH™**

Industry: Manufacturing

## Results

- Reduced project restarts and delays, resulting in **increased ROI** on projects
- Successfully **integrated change management** into the IT project management office, as well as Six Sigma and Lean practices
- **Enhanced communications** among leadership, project teams, managers and front-line staff, fostering a change-ready culture and improving project outcomes

”

Prosci's approach to change management fosters end-user engagement, positioning managers to lead their people through change by engaging the intuitive ADKAR Model.

April Hershman,  
Director, Office of Change Management



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# SoCalGas Builds Change-Ready Organization With Prosci



## Challenge

Southern California Gas Company is the largest natural gas distribution utility in the United States. The company lacked a formal change management program. But after successfully applying change management on a huge gas meter upgrade project, leadership decided to establish an Enterprise Change Management team and to build enterprise change capability.

## Solution

Several change leaders attended the Prosci ECM Boot Camp to lay the foundation for building capability. Prosci facilitated onsite programs to certify select SoCalGas employees across the organization in Prosci change management. Internal Prosci Train-the-Trainers delivered role-based programs. And change practitioners leveraged Prosci tools to help their projects succeed.

## Benefits

- **Built enterprise change capability** to achieve success on the projects that shape the company's future and to help teams thrive during change
- **Established change management** as a core leadership competency to effect important organizational change
- **Strengthened executive support for change management** through positive project outcomes
- **Aligned the ECM team and PMO** to effectively establish project priorities, allocate resources, and implement enterprise-wide changes



Industry: Energy, Oil & Gas

## Results

- Developed **229** Prosci Certified Change Practitioners, and grew ECM team from **2** to **17** change leaders
- Delivered specialized training to **100%** of users and leaders on new ERP system
- Improved process speeds by **145%** through successful material data governance and traceability project
- Increased organizational change management maturity score from **1.7** to **3.9** over several years

”

Prosci offers a common-sense approach to change management, easy ways to clearly define and measure the success of our change initiatives, and training focused on building capabilities.

Cathy Chargualaf,  
Business Change Manager



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# Latin American Financial Firm Embraces Digital and Cultural Transformation



## Challenge

SURA Asset Management, a Latin American financial services leader with 19 million customers and \$131 billion (2.6 trillion pesos) in assets, experienced significant regulatory challenges. In addition, the company was taking on several large and disruptive projects, such as pensions department digitalization, a product sales strategy revamp, and a flex office initiative. Leadership identified change management as a critical success factor for these and other projects.

## Solution

SURA adopted the Prosci Methodology to help meet its accelerated business goals, first empowering key employees with Prosci change management certifications. The company also leveraged Prosci Advisory Services to help integrate its change management and project management functions. Plus, Prosci facilitated numerous role-based programs to equip change leaders with the skills to effect change.

## Benefits

- **Improved the customer experience and customer loyalty** through positive changes in company culture and sales practices
- **Elevated employee morale and reduced costs** by transitioning employees to flex office
- **Created new efficiencies and met stringent regulatory requirements** through digitalization
- **Positioned company for change success** by standing up a Change Management Office and building overall change capabilities



Industry: Finance & Banking

## Results

- Expanded client base by **2.3M** while reducing client turnover by **44%**
- Increased number of sales managers selling multiple products by **133%**
- Boosted voluntary pension enrollments by **22%**
- Saved **\$706,000 (14M pesos)** through elevating customer loyalty and retention
- Cut costs by over **\$240,000 (4.5M pesos)** by moving 300 employees to flex office

”

By effectively managing the changes to our corporate culture and sales practices, we boosted customer loyalty and retention. These improvements alone saved SURA 14 million pesos.

Cristina Moroyoqui León,  
Employee Experience Leader



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# Global Customer Experience Management Company Embraces Change Management



## Challenge

Sykes Enterprises (SYKES) is a digital marketing and customer service outsourcer, providing customer-engagement services to Global 2000 companies. The company needed the ability to quickly adapt to market shifts, plus needed positive outcomes on numerous global, large-scale projects. SYKES embarked on a multi-year journey to develop enterprise change management capabilities.

## Solution

Individuals in key positions became change practitioners through the Prosci Change Management Certification Program. Several also attended the Prosci Train-the-Trainer Program, giving them the foundation and skills to deliver Prosci training internally, while an Enterprise Change Management (ECM) License provided cost savings on training. An ECM Boot Camp guided the new change team in developing its change strategy.

## Benefits

- **Empowered change team** to develop a multi-year roadmap for developing change capabilities
- **Equipped the leadership team** with the awareness and skills to effectively lead change for the organization
- **Enabled managers and others** to play their important roles in effecting change
- **Achieved significant ROI** from the Prosci License, well surpassing breakeven point on internal training costs



Industry: Business Process Outsourcing

## Results

- Leveraged **cost savings** from Prosci ECM License and Prosci Train-the-Trainer credentials to train more than 500 employees across the U.S., Latin America, Europe and Asia as change management practitioners
- Increased the **level of adoption** and shortened the time to proficiency on numerous global, large-scale initiatives
- Grew **organizational change maturity** from 0 to over 3 on a 5-point scale

”

Prosci's reputation, global reach and focus on our success has made Prosci an ideal partner in our change management journey.

Susan Hughes,  
Global Vice President,  
Strategic Program Management



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# Texas A&M Turns to Prosci to Help Enable Successful Workday Implementation



## Challenge

The Texas A&M University System is one of the largest systems of higher education in the United States. The system of 11 universities, seven state agencies, a health science center, and a system administrative office needed to update its legacy human capital management system. The Texas A&M System decided to leverage a proven change management methodology for the enterprise-wide Workday implementation, and to develop a repeatable change management framework for future projects.

## Solution

The Texas A&M System adopted the Prosci Methodology to help ensure a successful transition to the new Workday human capital management (HCM) system. Plans, strategies and assessments inherent in the Prosci 3-Phase Process and Prosci ADKAR® Model provided important structure to the initiative.

## Benefits

- **The Prosci ADKAR Model** provided the necessary framework for guiding individuals through the important Workday implementation, and achieving change success on future projects
- **A sponsor coalition and change agent network** based on Prosci best practices helped drive the change across the system's 11 universities
- **Effective change management** on Workday HCM project helped reduce operational risk, decrease operating costs, and increase efficiencies



Industry: Higher Education

## Results

- Communications and Sponsorship Plans launched **26 months** before go-live kept confidence in project leaders and sponsors high, a noticeable improvement over other system-wide projects
- Using Prosci tools to assess the readiness of those most impacted by the project—including **331** HR payroll and benefits employees, **2,014** HR department liaisons, and **8,546** people managers—the change management team successfully prepared individuals for the shift to Workday

”

Prosci's ADKAR Model is the best framework to prepare individuals to accept a significant change and thrive in a new way of doing business.

Leslie W. Lenser,  
Executive Director,  
Program & Project Management



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# University Builds Change Capability to Help Execute New Strategic Plan



## Challenge

Recognized as one of the top 15 research universities worldwide, the University of California San Diego faced significant organizational changes across the campus as a result of the chancellor's new strategic plan. Leadership recognized that implementing new processes and systems, and improving collaboration across disciplines demanded a new, more effective approach to managing change.

## Solution

Partnering with Prosci led to embedding change management language and practices throughout the campus. Prosci Certified Change Practitioners gained the skills to effect change on crucial university projects. Change leaders with Prosci Train-the-Trainer credentials provided role-based change management training for executives, sponsors, project managers, people managers and front-line employees.

## Benefits

- **Developed change practitioners** to support the process improvements, system implementations, and other projects detailed in the university's new strategic plan, which would impact all 12,000 faculty and staff members
- **Empowered executives and managers** with the tools to lead change in their day-to-day work
- **Equipped every individual impacted** by the changes throughout the university with the understanding and ability to adopt the changes

## UC San Diego

Industry: Higher Education

## Results

- Positioned the university to execute on the **chancellor's strategic plan**, kicking off with successfully applying Prosci change management on IT unification and other projects
- Provided a **change management model** within higher education for other University of California campuses
- Inspired the foundation of the **Network for Change and Continuous Innovation** and **Change Management for Higher Education** group

”

What really set Prosci apart was the Prosci team's willingness to help us modify their programs to accommodate our distinct needs.

Bernadette Han,  
Principal Consultant,  
Staff Education & Development



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# UVA Elevates Project Portfolio Management With Prosci Change Management



## Challenge

The University of Virginia, an iconic public institution of higher education founded in 1819, faced a growing sense of change fatigue across the organization. In addition, high-priority projects weren't achieving intended results. As part of its Organizational Excellence program, the university established that it needed to elevate its organizational capacity for change.

## Solution

The university turned to Prosci to help build its institutional change capability. Through public and onsite programs, UVA certified dozens of employees in Prosci change management. The university implemented Prosci best practices in developing a University Project Portfolio framework, plus leveraged Prosci's structured methodology to integrate project management and change management.

## Benefits

- **Empowered project managers** on large-scale projects to effectively manage change
- **Increased organizational capacity for change**, furthering the university's culture of excellence
- **Managed cumulative and collective impact of change** via University Project Portfolio
- **Streamlined processes** and positioned project managers for success through integrated change management and project management
- **Facilitated UVA's emerging role** as a change management leader in higher education



Industry: Higher Education

## Results

- Certified **54** UVA employees in Prosci change management across **24** university areas
- Established pivotal role of change management in all **4** of the main components of the Organizational Excellence program
- Successfully converged **2** innovations: University Project Portfolio, and project management and change management integration

”

The practical nature of Prosci's approach to change management, along with the larger body of Prosci knowledge that's readily available to us, is paying tremendous dividends to the University of Virginia.

Mary Brackett  
Senior Associate, Organizational Excellence



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