



KPMG Powered Change Management

A KPMG Service for G-Cloud 15



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Service description

Provision of Change Management services to support the implementation of cloud technologies. From plan through to deploy with a focus on accelerated end user adoption and speed to enterprise value.



What are the benefits of KPMG Powered Change Mgmt service?

- Increases End User Engagement
- Accelerates Platform Adoption
- Secures Leadership Alignment
- Clarifies Future State Change Impacts
- Reduction In End User Time To Competency
- Accelerates Benefit Realisation
- Builds Enterprise Skills & Capabilities
- Defines Future State Target Operating Model



Our service features

- Change Planning & Strategy
- Communications
- Change Analytics
- Behavioural Science
- Business Readiness
- Business Deployment
- Change Impact Assessments
- Adoption Enablement
- Transition & Knowledge Transfer
- Learning & Performance Support

Our approach

We have a dedicated approach and method that we use to embed lasting and real transformation across your business. This approach is human, grounded in data and insights and utilising the latest behavioural science techniques and research to help you deliver a successful cloud transformation business led and technology enabled

Change management	Objectives		Outcomes	
	"MAKE IT CLEAR"	"MAKE IT KNOWN"	"MAKE IT REAL"	"MAKE IT HAPPEN"
	A clear vision Provide clarity to key stakeholders of the programme's vision, the scale and scope of change and how this impacts behaviours and ways of working, as well as supporting the programme set itself up for effective execution.	Understanding the change Communicate the vision and case for change widely, engage and involve impacted teams in process design validation, begin to educate users in how they will be impacted whilst assessing the capabilities and training needs required.	Bringing the change to life Bring the change to life, articulating it in a user friendly way, allowing impacted teams to familiarise themselves with the "look and feel" of the new system ahead of testing and ensuring the programme is prepared for delivering user training.	Delivering change Support the delivery of the technology solution into impacted business teams, by supporting User Acceptance Testing and Cutover activities, training staff, delivering Go Live communications and preparing the programme for Post Go Live Support.
	1. Case for change booster		2. Change approach	
	1. Business leaders are aligned, supportive and engaged. 2. The roadmap to Go Live and key milestones are clear. 3. The business case and benefits are understood. 4. Impacted audiences understand the programme scope. 5. Governance cadence and forums are established. 6. A recognizable programme branding is created.		1. Users understand "what it means for me". 2. Users see the 'look and feel' of the system. 3. Business teams are working closely with the programme. 4. The programme is ready to deliver training. 5. The Target Operating Model is implemented. 6. Agreed approach to support users in Post GO-Live period.	
	3. Change impact		4. Change Readiness	
	5. Change Sustain		5. Change Sustain	

Managing Change for Digital Transformation using Cloud Technology

Below are the 10 key focus areas that are critical to get right during a system implementation to ensure ongoing adoption of the new system and associated ways of working. If neglected, these areas are often the reason why implementations fail to realise the anticipated business benefits. These are delivered as part of our change management approach.

Clear vision and success metrics

It is imperative to have a clear and shared understanding of what a programme is trying to achieve, why it is necessary and what success will look like. This will form the basis of the case for change which will be key in gaining buy in and engagement from stakeholders. People need to know where they are going and why they should care

Think long term

Go-Live is just the beginning. An effective Post Go-Live period is key to establish the reputation of the new system and will build the foundations for successful adoption in the future. Drive adoption of the new system so individuals can use it confidently, as intended, and don't return to legacy systems or work arounds.

Early and ongoing engagement

Engaging impacted stakeholders early in the programme, and consistently throughout, drives buy in and a sense of 'ownership' of the new technology solution. There is a sense of the solution having been "Designed by the people for the people" rather than it being imposed on them.

Visible and active sponsorship

Leadership play a key role in driving the success of a programme. Senior stakeholders must be aligned from the outset, and assigned key roles and responsibilities in actively supporting the programme. This will encourage business ownership of the programme and wider engagement across the business.

Impactful, timely comms

Communications need to be impactful and the channels used should be appropriate for a technology change. It is critical to ensure that the right people, get the right message, in the right way, at the right time.

Lead from the business

To ensure that the system will meet the requirements of the business and ways of working etc it is critical that the programme is owned and led by the business working closely with IT. Members of the business should be integrated into the programme team in all workstreams. This will again ensure the business have a sense of ownership and that the change is not "being done to them."

Training the job

User training should be role based and address the system functionality the user will need in their day jobs. Train the job not just the system! The training should support behavioural and cultural changes required by new processes and ways of working so users make the most of the new technology.

Building the user experience

Users experience of the programme is defined by four key touchpoints: process design validation; user acceptance testing; training and post go live support. Showcase the system to users regularly, through demos, so they can experience the "look and feel" of it ahead of Go Live Don't be tempted to keep the system a mystery as it will only build concern and suspicion.

New ways of working

The change team and functional experts need to work hand in hand to determine not only how the system is changing but also how the associated end to end processes and ways of working will be changing and how this will impact people. It is rarely just about clicking a different button!

Ongoing change

Cloud systems are constantly introducing additional functionality features and enhancements, through patches. The business and users must have a change mind set and be culturally ready, willing and able to adapt.



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