



2,500  
employees



90  
training sessions across  
global business



15  
years of legacy data



4  
month project timeline

# Driving effective change management with FCM Consulting

## Developing & deploying a change management framework for 2,500 employees

Flight Centre Travel Group (FCTG), a corporate travel services company with over 10,000 employees worldwide, sought to drive greater efficiency within its day-to-day operations. The company looked to FCM Consulting to facilitate a comprehensive change management framework in support of this initiative.

FCM Consulting worked with FCTG to understand the scope of the project and established a strategy for change management success. The strategy involved constant communication between FCM Consulting and key stakeholders across FCTG's global business units.

### Challenge: upgrading a legacy platform

In support of the change management initiative, FCTG made the decision to migrate 2,500 employees across business units and regions to a new CRM platform. They were using a highly customised instance of the CRM to manage key business functions across sales, marketing, operations, and more. The legacy system contained over 15 years of data and customisations that made it complex.

As FCTG's Global Head of CRM Product & Projects Peter Heidorn stated, "it was the biggest migration project the company had taken on in years."



Employees had been entrenched in legacy processes and were uneasy about changing the tools they relied on. "People were using the existing CRM every single day to make their jobs happen. The biggest resistance was fear-based," Eve Smith, Global Practice Lead at FCM Consulting explained.

Without proper change management, the migration risked mass confusion, productivity drops, and user adoption issues.



## A structured migration

FCM Consulting built a change management plan that anticipated and managed resistance, facilitated communication, offered structured training, and maximised user adoption. They deployed a structured approach based on the ADKAR change management model over a 4-month project timeline:

**Awareness** – making individuals aware of why change is happening, what the change entails, and the implications of not changing.

**Desire** – fostering personal motivation, positive attitude, and commitment.

## Key change management initiatives

As FCTG Project Manager Renee Cook stated: “I think the team collaborated as best as possible and worked well across the regions. Without FCM Consulting, we wouldn’t have had the outcome that we did.”

Initiatives undertaken during this process included:

- **Targeted email campaigns to inform and engage employees.** These were separated out by stakeholder and department groups, to ensure individuals received information that was ultra-relevant to them.
- **90 training sessions globally before go-live for skill-building.** Each training session has a section that opened up for questions, allowing participants to have live engagement. This format received positive feedback.

**Knowledge** – providing necessary information and training for people to learn.

**Ability** – applying what has been learned to demonstrate behaviours and skills.

**Reinforcement** – sustaining change by recognising success, reinforcing new behaviours, and addressing issues.

This structured approach helps transition individuals to embrace change rather than resist it.

- **Comprehensive digital resource hub.** The hub was built in alignment with specialist teams to ensure that it would be easy to update, therefore contributing to the ‘Reinforcement’ stage of ADKAR.

- **Stakeholder workshops to address concerns.**

It was important to assemble smaller senior stakeholder specific workshops with project stream leads, and these dynamic sessions were essential to the change framework.

- **Feedback surveys for continuous improvement.** The surveys were formed to gather tangible, quantifiable feedback from users that would prioritise works that will further improve their experience.

## Success story

**“The best measure of success of the platform due to change management was the login count,” said Heidorn.**

2,500 employees successfully migrated to the new CRM platform on the same day and strong user adoption was proven through high login rates and new records creation. This streamlined new platform yielded positive feedback from end-user and stakeholder surveys, underscored by a low volume of support cases after the platform went live.

Users surveyed after the change reported that 82% of users found the overall experience of the change framework very helpful to their change experience, with written comments noting:

**“Really consistent engagement and well put together.”**

**“The structure of the transition with collateral communication was fantastic. The trainings and awareness conducted by the team were excellent.”**

**“Communication the best for anything I have seen, lots of advance warning and all departments seem to have been considered”**

FCM Consulting’s change management approach enabled a complex global IT migration to meet its strategic goals. Employees adapted quickly to the new tools with minimal business disruption.

## FCM Consulting can help

If your company is planning a complex migration, process improvement initiative, restructuring, or other business transformation, effective change management is key to driving success. FCM Consulting can partner with you to assess change impacts, promote user adoption, mitigate risks, and track results. Contact our team today to learn how we can help you guide your organisation forward.