



Implementing Large-Scale Organisational Change Seamlessly at Marston's



Business need

- Marston's, a renowned British pub & hotel operator, manages a diverse portfolio, including traditional locals, family pub restaurants, and stylish town centre bars.
- Following the decoupling from Carlsberg, Marston's needed to transition from their on-premise SAP platform to a new SAP cloud solution. This transition involved approximately 90 projects within 5 programs, creating significant change.

Solution

- The SAP S/4HANA conversion project marked the beginning of Marston's journey to RISE with SAP, underpinned by a robust OCM plan.
- Delivered a comprehensive OCM strategy, 'Set up for Success' Change program, and learning approach.

Outcome

- The successful transition to SAP S/4HANA was largely due to the strong focus on OCM.
- Combined Design Thinking, Best Practice Process and Change Management techniques to design To-Be Processes with a commitment to business goals.
- Worked with Marston's Transformation team to coach and implement a Change Toolkit, providing coaching and knowledge transfer on how to identify and prepare for changes and maximise adoption.

✓ Internal Connectivity: Enhanced communication and collaboration through optimised process design.

✓ Transformation Framework: Designed a robust transformation framework ensuring project success.

✓ Consistency and Quality: Achieved high-quality standards with consistent rules and processes.

✓ Employee Empowerment: Fostered a culture of adaptability and continuous improvement, empowering employees to embrace and drive change.

“ The transition to SAP S/4HANA was a resounding success, largely due to the emphasis on Organisational Change Management. This focus dramatically improved our internal processes and enhanced business connectivity. NTT DATA's expertise ensured a smooth transition and accelerated our business transformation at Marston's.”

Adam Tedstone, Head of SAP Systems and Projects, Marston's PLC