

## Insight focuses on change management at Nippon Gases during the transition to Office365

An acquisition not only impacts on the business. Internal processes change, as well. When this has to be done for a large group in a short period of time, change management needs to be a focus of attention. This is where Insight placed the emphasis during the transition to Office 365.

### The Challenge

Nippon Gases, a company part of the global leader in the market of industrial gas production: Taiyo Nippon Sanso Corporation, needed to create a new IT network and switch to a new system. This was a particularly big challenge, and not just because of timing and its scale: +2,500 staff members, scattered among +150 production plants and offices in 13 countries.

IT is interwoven throughout the entire Nippon Gases organisation. In both the production and the office environment, IT is a critical factor: just think about telemetry, customer service centres, transport, etc. 'IT is an enabler and in our digital strategy we always look at how we can take our customer experience to the very highest level without our IT expenses increasing exponentially. It was important to keep the impact for our customers and staff to a minimum during this transition. That was an additional challenge', says Gianni Cairo, IT Service Delivery Manager at Nippon Gases Europe.



### Quick Overview

**Client:** Nippon Gases

**Size:** + 2,500 users

Nippon Gases is a European producer of industrial gases (oxygen, nitrogen, argon, etc.). It is part of the Japanese group and global player Taiyo Nippon Sanso Corporation. Following the acquisition in December 2018, the new group faced major challenges. Nippon Gases needed to disconnect entirely from the IT systems of the previous owner and switch the 2,600 staff members in Europe simultaneously from Lotus Notes (on premises) to the Office 365 cloud solutions in a short time.

"The added value provided by Insight here is clear to see: they paid a great deal of attention to change management. Not only did they train our own IT people, but they also provided tools to give staff the means (training courses, videos, webinars, etc.) to use the new environment properly."

## The Solution

The IT department started with a clean sheet. ‘Look at it as a start-up, but with 2,600 employees’, says Gianni. ‘Once the strategy we wanted had been put down on paper, the most urgent thing was to disconnect entirely from the network environment. What’s more, as part of the Nippon Gases vision it was decided to develop a completely new ‘authentication and authorisation’ system which, together with the network environment, is the foundation of the IT household. This was a particularly big job, because you have to look at every client (PC, server, etc.), adjust directories, single sign on, etc.’

But the biggest change for staff was the switch from Lotus Notes (on premises) to an Office 365 environment in a very short time. As the IT department had little experience with Office 365, first of all they wanted to get to know the technology. So they called upon Insight for expertise and consultancy services. Secondly, and equally importantly for Nippon Gases, they wanted to support staff with the switch. ‘Because a project can only succeed if you are able to offer everyone sufficient resources and training. Insight was also an important partner in this change management. Particularly given the short deadline.’

For the staff, Nippon Gases also wanted the new talent management system (including training tools) to be cloud based as well, so that employees would have access from any device and location.

## The Benefits

For Nippon Gases, the main benefits of Office 365 are that it is a very scalable way of working, which means that the cost baseline can remain as flat as possible.

In Gianni’s view, Insight’s main added value is flexibility: ‘Insight was able to provide the necessary resources in a very short time. Including ad hoc resources such as setting up training for our own IT people.’ Insight also helped plan the rollout. At first Nippon Gases thought about a big-bang rollout, but on Insight’s recommendation they opted instead for a phased rollout, among other things to guarantee business continuity.

“Insight offered us highly qualified resources to make the transition to Office 365 smooth.”

## The Results Highlights



**Change management:** Insight provided a great deal of support so that staff were given the best possible assistance with the transition to a new working environment. This support was offered both in English and in the various local languages.



**Fast:** Despite the short deadline and huge challenge, thanks to Insight’s expertise Nippon Gases succeeded in switching everything.



**Co-operation:** All staff now have uniform access to collaboration tools. The cloud environment makes it easy to exchange data configurations.



**More efficient:** From a multi-domain to a single-domain environment: the management is very uniform, so the IT team makes savings here.