

**CHANGE MANAGEMENT SUCCESS STORY**

# Building Enduring Change Capability: A GBS Organization's Journey with MARG



A fast-growing global enterprise services organization, supporting operations across procurement, finance, HR, and analytics, found itself at the forefront of its parent company's transformation agenda. With over 2,500 employees across five delivery centers worldwide, the team wasn't just executing processes—it was actively shaping large-scale change through more than 80 initiatives across functions and geographies.

But rapid change came with a new challenge:  
**How do you drive consistent, people-centered adoption at scale—and make change sustainable, not just implemented?**

## The Shift: From Execution to Adoption

While project delivery remained strong, leadership identified a recurring gap: projects were being launched, but adoption lagged. Variability in understanding change, limited role clarity for leaders, and a lack of consistent support structures often delayed impact or reduced outcomes.

Recognizing this, the organization made a strategic decision—to embed change management as a core capability across its transformation efforts. They partnered with Marg Business Transformation Pvt. Ltd., the authorised affiliates of Prosci in India.

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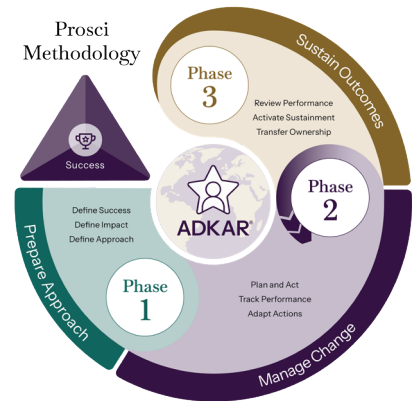
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# A Strategic Partnership for Sustainable Change

MARG collaborated closely with internal stakeholders to develop an integrated, organization-wide change enablement program. This partnership focused on equipping people at every level with the skills, tools, and structures to lead change confidently and effectively.

## Certification & Capability Building

Over 130 employees—spanning project teams, change agents, and functional leads—were certified in Prosci’s structured Change Management Methodology. This cohort became early champions, creating a ripple effect of consistency and momentum.



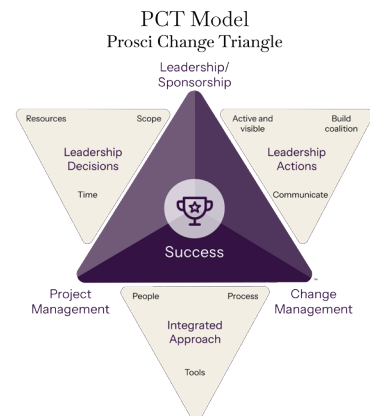
	Project Team	Managers	Employees
Start Up	Acquire project resources	Build management support	Create awareness
Design	Provide direct support	Acquire project resources	Create awareness
Implementation	Maintain momentum	Align leadership and manage resistance	Reinforce and reward

## Executive Sponsor Alignment

MARG facilitated targeted briefings with senior leaders to clarify the role of sponsorship in change. These sessions strengthened executive alignment and empowered sponsors to engage meaningfully throughout each transformation effort.

## Role-Based Learning

Recognizing that change is not one-size-fits-all, MARG delivered role-specific programs like Delivering Project Results and Taking Charge of Change, reaching over 200 professionals. These learning tracks equipped managers and leads to guide teams through transitions with confidence.



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### Launching a Change Management Office

To scale impact, the organization—with MARG’s guidance—established a centralized Change Management Office (CMO). The CMO now provides strategic oversight, standardized toolkits, coaching, and planning support across the entire transformation portfolio.

## Lasting Impact

What began as a tactical need evolved into a cultural shift. Today, change management is no longer a side activity—it’s a strategic pillar.

- Projects launch with integrated change strategies
- Leaders confidently fulfill their sponsor roles
- Teams across regions share a common language of change
- The organization can now mobilize people at the same pace as systems and processes

The journey continues, but the foundation is set. With MARG’s support and expertise in Prosci methodology, the organization has transformed its ability to lead change—resilient, ready, and fully equipped for what’s next.



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