

INDUSTRY → Industrial Manufacturing

Enabling Adoption Through People-Centered Change



By putting people at the center of change, Zinata turned a complex digital transformation into an opportunity for growth — strengthening leadership alignment, increasing employee engagement, and laying the foundation for long-term success.

THE HIGHLIGHTS

A leading North American industrial manufacturer embarked on a major digital transformation to harmonize supply chain planning onto a single platform. With twelve legacy ERP systems and ambitious growth goals, the company recognized that success hinged on more than technology — it required preparing, engaging, and enabling their people. [Zinata](#) was brought in to guide this journey, delivering structured [Change Management](#) that aligned leaders, empowered employees, and built the foundation for sustainable adoption.

THE HEADLINES

Built

a cross-functional
change agent network

Delivered

executive coaching
and workshops

Applied

ADKAR readiness
assessments

THE CHALLENGE

The organization faced a complex transformation: migrating from twelve ERP systems into a single Kinaxis planning platform. While leadership supported the change, there were challenges:

- Communication was inconsistent, leaving some employees uncertain about impacts.
- Employees were aware of the change but lacked clarity on what it meant for their roles.
- Multiple competing priorities stretched leaders' time and attention.
- Change management was engaged late in the process, compressing the timeline and creating additional pressure.

Despite these hurdles, the company's leadership was motivated, and employees were eager to be involved. The challenge was channeling this energy into structured, people-centered action.

OUR SOLUTION

Zinata partnered with the client to bring discipline and a people-first approach to managing change. Key elements included:

- **Building alignment at the top** through an Executive Change Management Workshop and one-on-one coaching.
- **Establishing a change agent network**, equipping champions across the organization to share updates, reinforce messaging, and collect feedback.
- **Clarifying roles and expectations** using tools like the "Yesterday-Tomorrow" impact assessment, helping employees understand how their work would evolve.
- **Embedding Prosci® methodology**, including ADKAR® readiness assessments, communication planning, and manager enablement, to provide a structured roadmap for sustaining adoption.™

RESULTS AND IMPACT

- **Strengthened leadership credibility:** Leaders modeled desired behaviours, reinforcing trust.
- **Increased engagement:** Employees showed enthusiasm, with feedback loops capturing ideas and concerns.
- **Improved cross-functional alignment:** Greater clarity reduced confusion and reinforces the "why" behind the transformation.
- **Expanded culture of ownership:** Managers are equipped to coach their teams through change.

Large-scale transformations succeed when people are prepared, engaged, and empowered. This engagement demonstrated [Zinata's](#) belief that technology alone cannot deliver sustainable results — people do. Through structured [Change Management](#) and people-first coaching, Zinata helped the client build momentum, reduce resistance, and lay the foundation for lasting adoption. By placing individuals — not just processes and systems — at the center, the company is now well positioned for sustainable success.

**EMPOWER YOUR PEOPLE.
TRANSFORM YOUR BUSINESS.**



Contact Zinata to get started.