

MILLION DOLLAR PROBLEM

CASE STUDY

How communicating with a change management approach can solve some major problems in organizations.

BACKGROUND

The client was a large employer with over 100,000 employees dispersed across Canada and around the world. It was a large, complex organization that managed billions of dollars in spending.

Vision2Voice was hired by the Chief Financial Officer as part of a project to address problems with internal financial controls. Financial controls are processes that make sure financial statements are accurate. The purpose of internal financial controls is to ensure financial statements are accurate while also providing assurance that transactions are properly authorized, financial records are properly maintained, assets are safeguarded from risks such as waste, abuse, loss, fraud, and mismanagement, and ensuring applicable laws, regulations, and policies are followed.

PROBLEM

About 8,000 employees in the organization were issued credit cards to make purchases such as office supplies, equipment, training and hospitality. There were a number of rules and policies that related to the use of the cards. These were part of the financial controls in place to prevent fraud, but more importantly to ensure that financial reports and statements were accurate. An audit found that the credit card policies were not adequately communicated, which put the program and financial controls at risk. However, the problems were really much bigger.

SOLUTION

Develop materials to inform and educate cardholders.

Create a straightforward dashboard and monthly reports to keep leaders engaged.

Use design thinking to organize the content based on the cardholder's needs.

Build consensus through bi-weekly working group meetings.

The starting point was an integrated strategy based on extensive research to understand the organization's culture and the potential barriers to change. This enabled use to identify the specific changes required in how each stakeholder needed to think, feel, and act. The biggest gap was the absence of clear information that was easy to find.

We quickly began to develop user centric content that provided accessible information so that each stakeholder could easily learn their roles and responsibilities with respect to the program, as well as the financial controls that they needed to follow.

The strategy proactively involved the cardholder community and leadership in the development of the solution.

Core materials to support behavior change included:

- *Comprehensive cardholder handbook*
- *Intranet content*
- *Training course*
- *Job aids and visuals (infographics)*

Supporting communications drove awareness of the materials and included:

- *Town halls*
- *Intranet features*
- *Leadership toolkit and messages*
- *Emails*

We also established channels for regular dialogue between the program managers in the head office and those finance teams in regional offices to identify ongoing concerns.

GOALS



Promote awareness of the key features of the credit card program.



Ensure that all audiences understand their roles and responsibilities related to the management and use of credit cards.



Increase compliance with policies and legislation.



Reduce the number of errors and issues.

RESULTS

- ✓ Fewer issues with the application process as it was clear and comprehensive.
- ✓ The workload involved in the ongoing management of the credit cards was drastically reduced.
- ✓ Improved customer service levels and customer satisfaction was a direct result of faster turnaround times.
- ✓ The number of unreconciled transactions (errors) in SAP began to decline.
- ✓ Cardholders and program managers had clarity with respect to the rules that were in place resulting in greater compliance.

The project was a huge success and we were heroes in the eyes of the people who managed the program even before everything was even launched. The group was happy because they finally had clear, professional, and well-designed communication materials to support their role. Immediate results included a drastic reduction in the workload as sending information was now as easy as copying a link into an email.



Ready to tackle your organization's biggest issues?
So are we.

Contact us today to find the most efficient solutions to your internal communication problems.

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