

# Case Study

**Being First, Inc.**

## THE CASE:

### Microsoft Canada

Ontario, Canada

**The Change Leader's Roadmap proves to be a powerful change navigation system for the relaunch of the MSN.ca portal.**



Being First enables clients to achieve breakthrough results from transformation.

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## CHANGE STRATEGY DEVELOPMENT

### The Challenge

A shift in marketplace dynamics compelled Microsoft Canada to alter its business model and strategic relationships supporting the MSN.ca portal; moving from an outsourced subscription service to an internal advertising-based business. This decision prompted the formulation of a new business model and creation of a full-service business that included sales, service, marketing and other operations. It required them to create new relationships with their customers and establish a French and English editorial team. It basically called for a relaunch of the entire MSN division in Canada. They were challenged to hire and on-board a new sales staff that would sell direct to clients, ensure quality delivery of advertising services to these clients, and provide a communications stream for both external PR and internal engagement of all stakeholders. They needed to design, test, and launch a new site and associated operations, while maintaining full alignment with the global Microsoft brand and service quality.

### Solution

The executive sponsor of the new business launch named one of his Directors who was knowledgeable and practiced with *Being First's* Change Leader's Roadmap (CLR) methodology, as the full-time change process leader. She had the required competency to lead the effort and effectively address the delicate relationship and people dynamics. The change process leader chartered a team with well-defined roles to govern the effort. She had a project manager reporting to her, and integrated the best of the project management structured approach with the process and human drivers of the CLR. The CLR was also used as the anchor for the change strategy and the roadmap for the work required. The team used it to help deter-

mine sound design requirements for the new service and operation. They performed an initial impact analysis that informed their plans, coming back to the analysis several times as the need arose. They also used the CLR as guidance to course correct their change process along the way. It helped the leader and team keep priorities in clear focus, address key questions, and manage many independent projects required by the effort. Finally, it was their navigation system that ensured good strategy and planning during the complexity and varied work of the many stakeholders affected by the creation of the new business.

### Results

Guided by The Change Leader's Roadmap, the team was able to achieve results that went well beyond meeting the target deadline. Notable results included:

- On-time launch of the new portal
- Positive relationship maintained with previous partner organizations
- Maintained revenue levels throughout the change
- Stakeholders reported feeling informed through timely change communication and engagement—setting the foundation for a culture of engagement
- Senior managers associated with the change were and continue to be conscious of the value of broad stakeholder engagement in driving positive results
- Change leadership was able to accept not having every answer along the way because there were robust and reliable means to discover them
- The sponsor was able to leave it to the team, knowing that they had a proven change process to navigate complexity and produce a successful outcome