



# **Operationalizing Enterprise-Wide Transformation with Brillio's OCM Blueprint for a Leading Global Insurer**

Leveraging Brillio's 5Es framework to ensure successful enterprise-wide ServiceNow implementation



A global insurance leader with a strong footprint in the UK and beyond faced an urgent mandate: exit legacy ITSM platforms and transition to ServiceNow under a tight deadline. Failure to do so would incur substantial financial penalties. The challenge wasn't just scale - nine ITSM practices and business processes across Finance, Procurement, and Financial Crime were impacted, but also readiness. The client needed thousands of employees and suppliers to adopt the platform quickly and confidently, without disrupting day-to-day operations.

## Building Change into the Foundation

To prepare the enterprise for this change, Brillio deployed its proprietary 5Es methodology - Envision, Engage, Educate, Enable, Empower - to guide stakeholders through each phase of transformation. The OCM workstream launched at the outset, working alongside technical teams to define messaging, stakeholder groups, and communication touchpoints.

Workshops helped surface resistance points and aligned stakeholders on the value of the transformation. A dedicated OCM plan was developed to complement the broader project roadmap, driving communication consistency across functions and geographies.

Brillio launched an integrated OCM workstream in parallel with technical delivery to ensure early and sustained stakeholder engagement.

# The 5Es in Action: Orchestrating Behavior Change

Each stage of the 5Es methodology was mapped to stakeholder roles - from process owners to frontline users. Leadership messages were refined for clarity, and broadcast via newsletters, town halls, and bite-sized vignettes. Communications were role-based and tailored to address the “why,” “how,” and “what’s in it for me” of the change.

In parallel, Brillio established a champion network embedded across functions to reinforce messaging and act as local change agents. These champions were instrumental in translating strategic goals into everyday action and fielded real-time feedback to the OCM and technical teams.

A structured journey helped shift mindsets and drive accountability across all layers of the organization.

# Communications Designed for Scale

Brillio hosted all communications on a central SharePoint site accessible to the entire enterprise. Content was adapted by role – from tailored ITSM process updates for practitioners to big-picture summaries for end users. The aim was clarity and accessibility, reducing ambiguity and helping people find the right support at the right time.

Recognizing the client's long-tenured workforce, Brillio emphasized flexibility and empathy. Regular check-ins and personalized support helped even the most change-averse stakeholders build trust in the process. Over time, many who were initially resistant became active advocates.

A centralized hub and tailored content delivery ensured consistent messaging across 25,000+ stakeholders.

# Scalable, Inclusive Training at Every Level

Training wasn't an afterthought, but rather an integral part of the change journey. Brillio delivered 24 distinct courses to over 6,500 practitioners, with tailored content for each function and geography. Content was bite-sized and available on demand within the ServiceNow

platform itself, enabling users to access help the moment they needed it. This was especially valuable given the size and busyness of the workforce – over 25,000 users who needed support without interrupting their daily responsibilities.

10,000 hours of training ensured end users and practitioners were confident and ready for go-live.



# From Resistance to Readiness

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A flexible, people-first approach helped even the most skeptical users adopt the new platform with confidence.

The OCM strategy was designed to meet stakeholders where they were. Some practice owners and senior leaders were initially hesitant to depart from legacy tools. Brillio addressed this, providing one-on-one support and personalized walkthroughs. By the end of the program, many of these individuals had become champions of the change, promoting it within their own teams.

The champion network played a critical role here - raising awareness, delivering UAT support, and facilitating peer-to-peer learning. By embedding change ownership across functions, Brillio ensured that the transition wouldn't rely on top-down enforcement but grow organically from within.

# A Framework for Long-Term Success

This engagement wasn't just about hitting a deadline; it enabled sustainable change. In addition to decommissioning legacy tools and avoiding significant cost penalties, the client improved its alignment between ITSM practices and business priorities. Stakeholders were empowered through timely, relevant communication and deeply integrated training, laying the foundation for future ServiceNow initiatives.

As a final step, Brillio created a reusable toolkit tailored to the client's environment, enabling future projects to build on the same successful 5Es framework. This continuity helped ensure that adoption would stick – not just through go-live, but well into BAU operations.

Brillio's OCM  
blueprint created  
lasting value  
beyond the  
project's end.



## ABOUT BRILLIO

**Brillio is a digital technology services company that drives AI-first engineering and design-led experiences for global enterprises.** Born digital in 2014, its consulting-led services span Customer Experience, Data & AI, Product Engineering, and Digital Infrastructure. With an industry-leading NPS of 71, Brillio accelerates time to market through its proprietary BrillioOne.ai platform, powered by AI-ready talent with deep domain expertise.

Brillio is the official Digital Transformation Partner and the official Data and AI Services Provider of Atlassian Williams Racing. Brillio partners with leading technology providers including Microsoft, AWS, Google Cloud, Salesforce, Adobe, Databricks, and Snowflake and operates with 6,000+ “Brillians” across 15 global delivery centers. Consistently recognized as a Great Place to Work® since 2021, Brillio blends innovation, talent, and purpose to deliver measurable outcomes for clients and fulfilling careers for employees.



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