CAPABILITIES PROFILE

The human and delivery side of complex change



Organizational change management · AI implementation & enablement · ERP implementation · Strategy & business design

Claas Coors

Freelance OCM & transformation consultant · DACH & wider Europe, remote-first

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What I do

If transformations fail, they do not fail on strategy. They fail on adoption — when processes, systems and most importantly people actually have to adapt to and enact change in the real world and with quantifiable goals.

That's where I come in: twenty years of organizational change management and transformation enablement in many different projects focusing on ERP rollout, AI implementation, M&A projects and restructuring, with the goals of **securing buy-in and enactment as well as enablement on all impacted levels** to achieve defined project and business goals.

20+
years strategic consulting

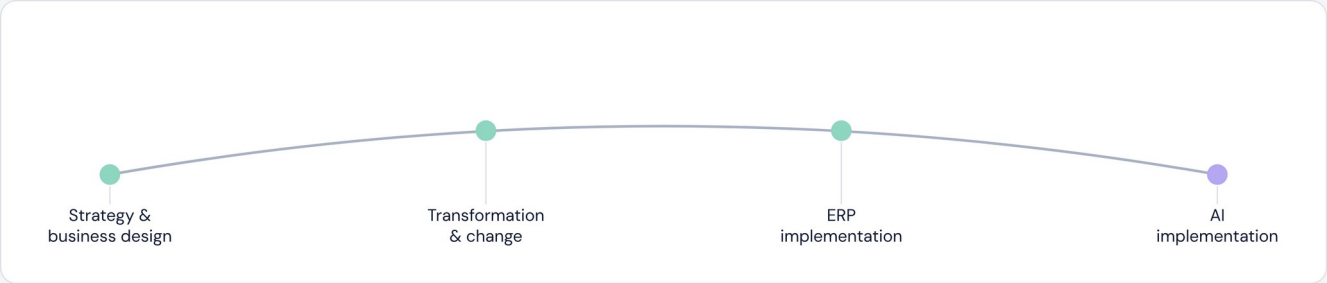
15
years organizational change

15
years ERP transformation & implementation

Prosci
certified · ADKAR practitioner

Four capability areas

Organized around the arc of transformation — from strategy through to the day people have to work using the results.



01

Organizational change management

The core. Stakeholder management, communication, and enablement/training — including AI-augmented research, analysis, monitoring and outputs.

02

AI implementation & enablement

From business case development, through system selection and implementation, to enablement driving adoption.

03

ERP implementation support

SAP-led for German-speaking markets, and well beyond it — any major enterprise system.

04

Strategy & business design

Business strategy, operating models, and financial modeling — the groundwork as basis for change.

Transformation & change

Moving an entire organization from one operating reality to another — leveraging existing structures and culture while creating new ones.

01

Organizational change management

End-to-end: change strategy, stakeholder analysis and management, communication, training & enablement, change-impact KPIs, monitoring & reporting. Includes AI-augmented OCM — a playbook and CoE built for use across industries and projects.

02

Transformation strategy & implementation

Portfolio-, product- and culture-driven Target Operating Models (TOMs), high level and detailed strategies, logical activity sequencing, and the governance that keeps a multi-year program coherent as it meets reality.

03

Intercultural strategy

Designing change so it holds across all teams impacted on a global level, including acquired entities, and culturally different rollouts.

04

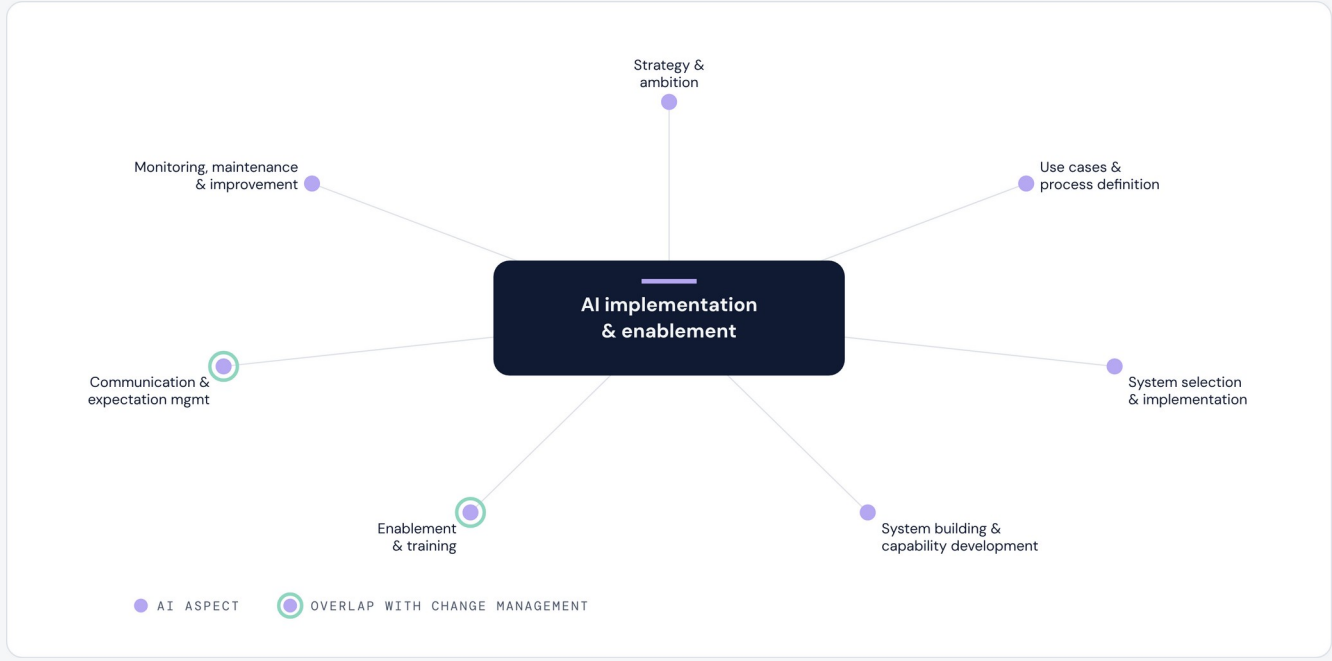
Project & sponsor governance

Setup, steering frequency, and monitoring from the sponsor's side of the table — risks identified and mitigated early, not "after the fact."

AI implementation & enablement

AI is a true disruptor, with many chances and also some risks. Its capabilities — probabilistic, data-driven, continuously changing — demand a different way of thinking, planning, communicating and enabling than any IT system before.

Simply “switching on” will not work — neither technically nor on the user and operational levels. Together we analyze the potential for AI in your company, select and implement the appropriate systems, and enable your employees to use them efficiently, effectively and securely.



Change management and the introduction of AI systems are inherently interconnected: new processes, expectations and possibilities mean many changes for the employees affected.

Seven interlocking aspects

Weight and effort depend on the specific project, and a modular approach is possible — but all aspects should be considered and covered for the best results.

01

Strategy & ambition

Where AI should create value for this business, at what risk appetite — the frame that keeps every later decision coherent.

02

Use cases & process definition

Company-specific use cases and user stories, developed with the actual users — the driver of every project phase and KPI.

03

System selection & implementation

Systems chosen on realistic expectations of performance, cost, value and risk — with users involved to secure lasting support.

04

System building & capability development

Individualized systems: hosting, models, agents, access rights — and what employees need to be trained for.

05 + OCM

Enablement & training

Train what changed, train the trainer. Where AI advisory and OCM overlap most — and where the biggest difference is made.

06 + OCM

Communication & expectation management

Expectations and reservations are real for everyone affected — addressed proactively with stakeholder-specific messages.

07

Monitoring, maintenance & improvement

AI systems are ever-changing ecosystems — ongoing monitoring, improvement and enablement sustain the value.

AI aspect

Overlap with change management

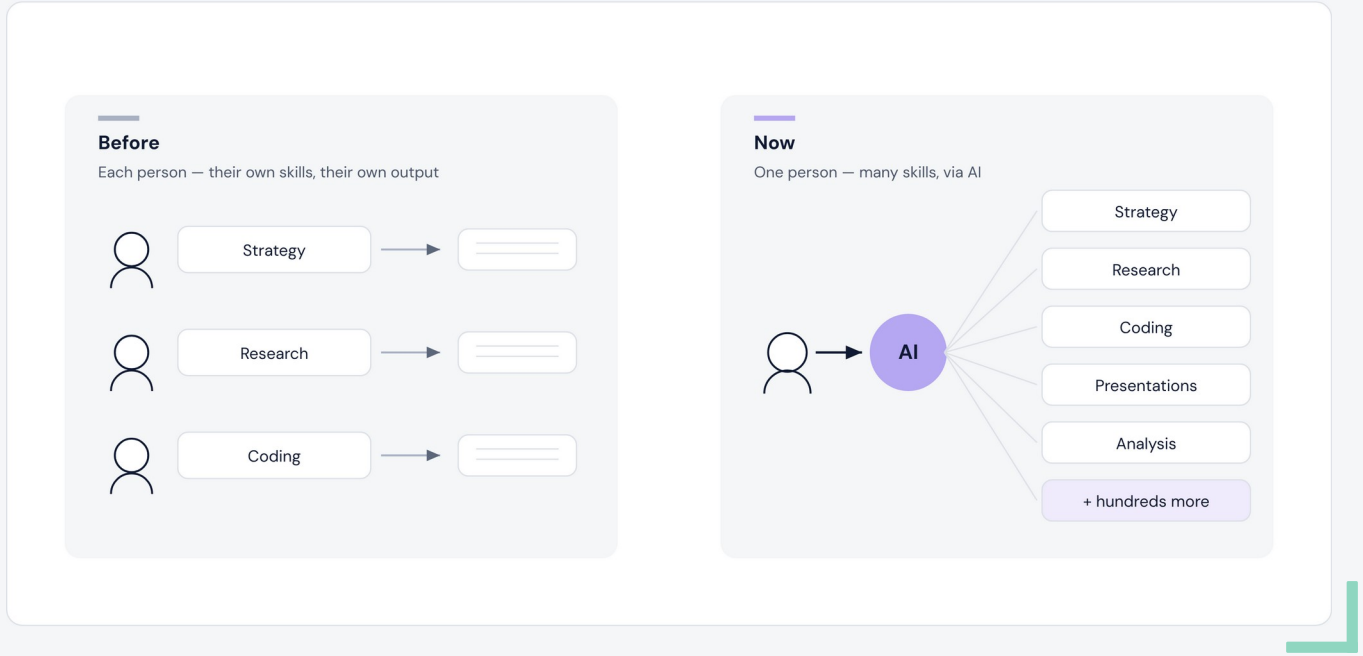
Purple codes AI topics, Mint codes change management — across this profile and the website.

Why AI demands a human-centric approach

AI opens the door to possibilities that never existed before — and they are controlled by humans.

Employees need to be enabled to use the systems, and the processes inside those systems must reflect the reality of the business so that people genuinely buy into them.

A human- and employee-centric approach ensures not only technical success, but that users want to — and are able to — use the system as intended, with the benefits expected from it.



The output speed and multiple capabilities of AI turn every user into a project manager with a team to instruct and direct.

Where AI takes which role

While AI itself drives paradigm shifts, it remains important to understand what AI can do and where its limits — and even dangers — lie. Training, enablement and expectation management extend to the judgement required to use AI responsibly.



A use-case-specific role map makes the division of responsibility explicit for each step of a process. Illustrative — mock mapping.

ERP implementation support

The success of ERP related projects and if they achieve underlying company goals depends on the people who will use the new systems – on their acceptance of the systems and processes, on their ability to complete process steps as required and to operate within the limits of the same processes.

SAP-led for German-speaking markets

The center of gravity in DACH for most companies and divisions — R/3 and S/4HANA rollouts, WM/SCM harmonization, carve-outs and migrations.

Beyond SAP — and beyond centralized and standardized company functions

Enterprise suites and domain-specific systems, including regulated pharma R&D and GxP landscapes of 100+ applications. Skills transfer with little friction.

Requirements & use-case definition

Stringent use-case discipline based on company goals and culture: what the system must do for the business and the users, in requirements teams can act on, before the build locks decisions in.

The human & delivery side

An ERP program is a change program in a technical costume. The change and enablement work is the core of user and process specialization — the software enacts it.

Strategy & business design

Understanding long-term and strategic business goals and translating them into actionable processes and systems is a main lever to ensure least resistance to change and enable full project success and systems adoption.

01

Business strategy

Market choices and development, product & service portfolio, M&A strategy — rooted in extensive M&A and commercial due-diligence work.

02

Business model development

How a business creates and captures value: the model, its assumptions, and how to identify and mitigate relevant and substantial risks.

03

Financial modeling

The quantitative backbone that substantiates strategy and business cases, based on proven working skills.

04

Target operating models

The bridge from strategy to change — how the organization must be structured and run, handed over cleanly into implementation.

EVIDENCE

Track record

Selected engagements, anonymized. Full references available on request.

€1bn
value added — largest measured impact

200+
team members led on a single project

10 yrs
disciplinary team leadership

20+
clients served and supported

Global chemical, pharma, consumer goods & agribusiness	Carve-outs and S/4HANA rollouts
German OEM automotive manufacturer	Task force on supply-chain-induced shortages, generating €1bn in measured value added; absent the fix, the underlying loss would have continued each quarter.
European life & pensions insurer	CRM demand-capacity model and resource planning system, project lead
European pharma & life sciences	Cross-site harmonization, S/4HANA WM/SCM
German general insurer	New core claims-management process
German medical technology	SAP R/3 rollout and organizational development
Austrian general insurer (×2)	Post-acquisition claims harmonization and pilot system development

INDUSTRIES pharma · chemical · insurance & financial services · automotive · aerospace & defense · medical technology · media

EVIDENCE

References

Formal references consistently graded **Note 1 (sehr gut)** — the highest grade the German coded reference system allows, in every assessable category — across Oliver Wyman, Tata Consultancy Services, and Cognizant.

> His judgment enabled him to accurately grasp complex problems and develop optimal, practical solutions.

OLIVER WYMAN — ZEUGNIS (TRANSLATED FROM GERMAN)

> Thanks to his excellent grasp of complex issues, he was able to assess even difficult situations accurately and immediately.

TATA CONSULTANCY SERVICES — ZEUGNIS (TRANSLATED FROM GERMAN)

> The performance of Mr. Coors always earns our full recognition in every respect.

COGNIZANT — INTERIM REFERENCE

Full references available on request.

About



Claas Coors is an organizational change management and transformation enablement consultant with over twenty years' experience in strategic consulting — including fifteen years in organizational change management and fifteen years on ERP transformation and implementation projects.

He has led change activities and stand-alone change projects on multinational, regulated, M&A and post-merger programs both as freelance consultant and also at firms including Oliver Wyman, Tata Consultancy Services, and Cognizant. As part of his work he built both a strategic transformation-enablement practice for Cognizant's DACH region from the ground up and has also helped set up such practices or CoEs for clients.

His work is focused on the human and adoption/delivery side of complex change and on impacted stakeholders, necessary communication, and enablement work, all of which decide whether a transformation is adopted by the people it impacts and reaches its business goals. He has developed an original Change- and Transformation playbook to support his work. In recent years he has included work on AI system implementation and related enablement to his capabilities and work focus, understanding both the user-side of such systems and also the technical limitations and requirements they bring.

He is based near Mannheim and works remote-first across the DACH region and wider Europe.

CREDENTIALS

MBA — Mannheim Business School
BBA (cum laude) — Grand Canyon University
Exchange — Thunderbird School of Global Mgmt
Prosci-certified · ADKAR practitioner

WORKING PRINCIPLES

Lead with visible competence
I am involved in project work and take ownership of individual assets.

Treat the organization as a system
Resistance and adoption are systemic outcomes — and more predictable than they look.

Secure buy-in at every level
A transformation endorsed "from above" and rejected on the floor fails by definition.

Say what I see
Accurate observation, communicated so it can be received. Risks addressed proactively.

Let’s talk

Available for freelance and project engagements across the DACH region and wider Europe, remote-first.

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Coors Advisory