HUMAN RESOURCE TRANSFORMATION AND CHANGE MANAGEMENT: A CASE STUDY

How does Anheuser-Busch InBev's HR department adapt to organizational changes and how are these transformations managed?

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Thomas Ryckebusch
Student number: 01271053

Supervisor: Kristin Van den Eede

GHENT
UNIVERSITY

Executive summary

Organizations face an increasing rate of technological and environmental changes. Successfully managing and adapting to these changes is identified as a key determining factor of organizational survival, establishing a competitive advantage over peers and attracting top talent. The aim of this essay is to explore the relationship between change management, human resource transformation and the impact of communication during these transformations. Our research is based on a case-study approach which includes internal surveys and interviews within Anheuser-Busch InBev's headquarters.

Initial results indicate that implementing change in ABI is mainly managed top-down, consisting of the steps designing, planning and implementing. However, in an increasingly dynamic environment, we notice a change management approach that is becoming more agile.

Although transformations in the company were successful, we were able to distinguish three key issues in a project that was embraced less enthusiastically. The first key issue was insufficient planning, in other words: the speed of implementation. Secondly, employees reported poor communication and training. The third and final issue was low perceptions of usefulness, as employees did not have enough experience with the new technology to be able to rate its intended benefits. Strategic choices by management regarding the speed of transformations impact employee perceptions and skeptic' and concerned feelings towards change. During change efforts, we suggest a strategy that includes a slower pace of change, increased involvement of others and planning in order to minimize resistance.

Additionally, our analysis identifies four key variables that have the most impact during transformations: planning and analyzing beforehand, prioritizing quality, identifying change agents and communicating the change.

Nonetheless, communication as the key to success needs to be nuanced. For instance, in projects where new technology is implemented, we believe that if the quality of this technology responds to the requirements and if the system is technically ready, this facilitates change management. People will tend to have positive attitudes towards the change and automatically want to get on board. In this sense, communication only seems complementary and has a lower impact if the quality fails to satisfy.

Transformation efforts that are different from (employee self-service) technology implementation, require an approach where we believe communication is indeed more crucial and not only complementary. In a business world that continues to become more and more dynamic, we propose a shift towards a more sustainable way of managing change. With this, we recommend an increased focus on the overall employee experience, which contributes to increased employee commitment and organizational support. This in turn has a positive impact on employee behavior and attitude towards change, but also on their productivity and job satisfaction.

The challenge for ABI lies in becoming an "*organization of the future*" and gaining employee support by supporting their employees. In this sense, we believe that communication and HR have a significant role to play. But how can an organization enhance employee involvement and grow towards a more people-oriented culture, while meritocracy and ownership are so strongly embedded in its culture? We are convinced this matter provides food for thought and a fruitful area for further research.

Preface

During my internship in the People Transformation team of Anheuser-Busch InBev (ABI), I collaborated on several HR transformation projects, including recruitment transformation and employee self-service technology implementation. In this area, I performed research regarding change management to construct this dissertation. As I am graduating this year, this article is the summit of my master after master program in multilingual business communication at the university of Ghent.

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I am forever grateful to all of the people who contributed to this thesis with their knowledge, time, and support.

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In addition to this, I am grateful for the support and guidance of my promotor, Kristin Van den Eede. Her valuable insights and feedback helped me in the time of research and writing of this thesis.

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Last, but not least, I owe big thanks to my girlfriend, family and friends for general support and proofreading.

Table of content

List of tables and figures

List of abbreviations

(P)BP	= (People) Business Partner = HR Business Partner
ABI	= Anheuser-Busch InBev
CM	= Change Management
ESS	= Employee Self-Service
HR	= Human Resources, also referred to as 'People'
LM	= Line Manager
RPO	= Recruitment Process Outsourcing
SBP	= Strategic Business Partner
SMART	= Specific, Measurable, Attainable, Relevant, Time-bound
SME	= Small & Medium-sized Enterprises
UAT	= User Acceptance Testing
VOC	= Voice of the Customer

Introduction

In recent years, political, technological and environmental changes are disrupting how organizations are managed. As a result, researchers have investigated causes, trends and implications of organizational changes and approaches for managing these changes. Greenwood and Hinings (1996), for example, argue that the ability to effectively manage organizational change is seen as a key factor for organizational survival as well as the establishment of a competitive advantage, due to the constantly increasing speed of technological, political and regulatory changes that organizations, and especially multinationals, face.

Summarizing the extensive literature on organizational change would be beyond the scope of the present dissertation, but it is important to outline the context in which way organizations are changing, what drives these changes, what the underlying factors of these changes are, and how change can be managed to make transformations successful.

In the first section, we will discuss some of the main trends and causes of organizational changes, with a specific focus on HR transformation. In this sense, we will discuss how HR within organizations has changed from supporting business to enabling it, and is thus gaining a more strategical role.

Furthermore, we will discuss the underlying driving factors of change in section II and explain how organizations can overcome or minimize resistance to change. The third section will cover theoretical change management approaches. The following part of this paper moves on to describe in greater detail the role of communication during change management.

In this sense, one could argue that this thesis is constructed as a funnel. Starting at the top of the funnel with a broad overview of global trends impacting organizational transformation, narrowing down to CM and current approaches, ending at the bottom of the funnel with the aspect of communication during CM.
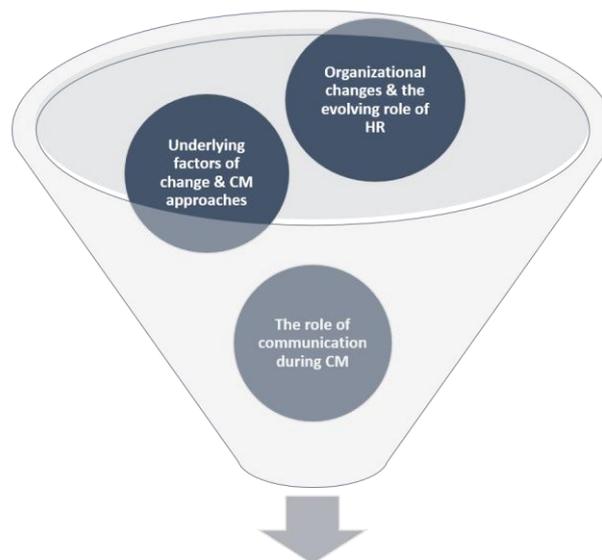
How is theory put to practice?

Figure 1: structure of this dissertation

Next, we will proceed to examine how this theoretical framework regarding organizational transformation and change management reflects within Anheuser-Busch InBev (ABI). In addition to the literature review, this thesis aims to answer the following ***research questions***:

- How is organizational change - in this case: HR transformation - managed within ABI?
- What are the main determining factors in successfully implementing change within the company?
- How are transformations perceived by employees, or what are their views on the technology, the intended benefits and the communication?
- What is the impact of communication within the aspect of change management (CM)?

Section VI will provide answers to these questions by means of internal surveys among employees who are impacted by the changes and have tested the newly implemented technology. Additionally, we conducted interviews with the main stakeholders involved in the transformational projects within ABI.

Why research the impact of communication during CM? Many professionals and researchers in the field of CM (Proctor & Doukakis, 2003; Kotter, 1995; Kitchen & Daly, 2002; Grunig, 1992) agree that the role of communication during transformations is one of the key success factors in managing change. Despite this fact, Kitchen and Daly (2002) conclude that organizations often find it hard to forge the link between what gets said and what gets done.

Ultimately, this article aims to compare how transformations should be managed to how they are actually managed. By combining our findings and results to the broad array of existing literature, we hope to be able to write relevant recommendations and perhaps make a contribution to this area of research.

I.   A changing organizational environment

The section below describes the context of organizational changes. The study of organizational change is at the very core of management and organizational behavior. (Cooper & Argyris, 1998) Companies that are successful in adapting to the changing environment are known to have a competitive advantage over their peers. (Greenwood & Hinings, 1996; Mazor et al., 2015)

According to Quirke (1995), change can be added to two other certainties in life: taxes and death. Wind and Main (1998) mention that today, the riskiest of all strategies is 'inaction'.

In response to environmental changes, most companies or divisions of major corporations find that they must undertake moderate organizational changes at least once a year and major changes every four or five years. (Allen, 1978)

Surprisingly, it is reported that the failure rate for management programs to implement change can run up to 70%. (Senge et al., 1999; Paterson, 2000). This signifies the importance to clearly describe this context of organizational changes and how to approach these situations.

As previously stated in the introduction, Greenwood and Hinings (1996) argue that organizations face a constantly increasing speed of technological, political and regulatory changes. Friedman (2016) reports that there appears to be a huge gap between the pace of change of technology and individuals. While technological changes grow exponentially, Friedman believes individual change only grows at a linear rate as is shown in figure 2.
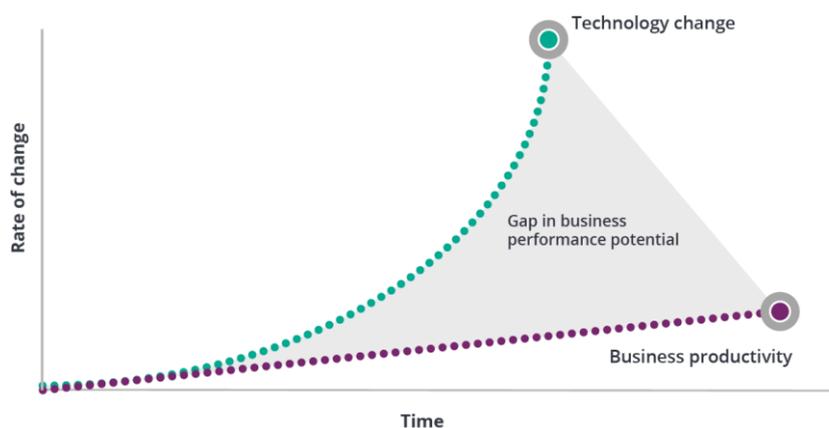
Figure 2: What appears to be happening (Bersin et al., 2017)

However, the main weakness with this theory is that it is presented overly simplified and there is more to it than this graph shows. Bersin, Pelster, Schwartz, & van der Vyver (2017) believe individuals do and will adapt to technology very quickly, as is shown in figure 3.
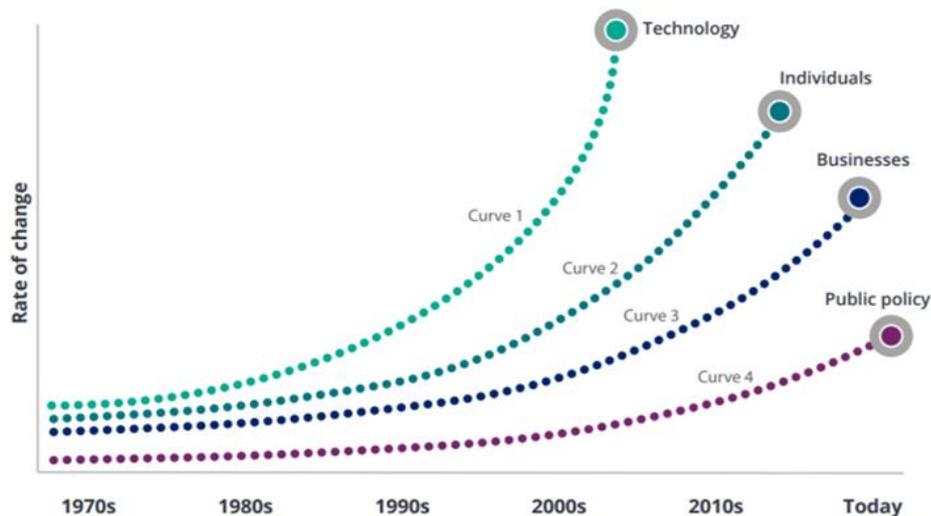
Figure 3: What is really happening (Bersin et al., 2017)

Each curve represents the rate of change of technology, individuals, businesses and public policy. The first curve illustrates the exponential rate of technological change: mobile devices, big data, and artificial intelligence, affect our lives more quickly and more pervasively than ever before. The other curves show that businesses and organizations move at a slower pace, while individuals adapt to technology relatively rapidly. Micklethwait (1999) agrees and reminds us that managers should start with the presumption that in business, even more than politics, the only constant is change.

Knowing what drives change is important to identify the organizational ability to manage it. Radical changes have taken place over the past years. Employees operate in a transparent job market where in-demand staff find new positions in their inboxes. Organizations are flattened, giving people less time with their direct managers. Younger employees have increased the demand for rapid job rotation, accelerated leadership, and continuous feedback. Finally, the work environment is highly complex, where we once worked with a team in an office, we now work 24/7 with email, instant messages, conference calls, and mobile devices that have eliminated the barriers between our work and personal lives. (Bersin, 2015).

Internal factors leading to organizational transformations relate to management philosophy, organizational structure and culture as well as systems of internal power and control. (Gilgeous, 1997)

Bersin et al. (2017) continue that the gaps between the curves show the need for organizations to adapt to technology and lifestyle changes. With this in mind, it implies an important role for individuals, but above all, for HR in general to close the gaps by helping leaders and organizations adapt to technology, helping people adapt to new models of work and careers, and helping the company as a whole to encourage and adapt to changes in society, regulation, and public policy. Understanding these four curves, and the growing gaps among technology, individuals, businesses, and public policy, is essential to effectively navigating the world of human capital.

The evolving role of HR

Since the early 2000's, the tide was turning for HR, away from basic administration towards business strategy. The project manager responsible for one of the HR transformation projects in ABI backs this up: *"Years ago, there was no money for projects like these. Most of the money went to Sales & Marketing projects. The People department only had a support role"* Furthermore, HR transformation in the past was merely about making existing HR services more efficient, effective and compliant (Bowman, Geller, Lissak, Mazor & Walsh, 2011; Fidelity, 2005)

Today, 70% of organizations have indicated that they have initiated an HR transformation initiative, while over 60% of the remaining organizations are planning a transformation initiative in the next 2 years. (Dwivedi, Sagar & Sen, 2016)

Previous research (Fidelity, 2005) has observed that the most commonly cited HR change initiatives are:
- improving, upgrading or standardizing HR processes or systems
- implementing self-service HR technologies
- implementing talent planning initiatives
- integrating companies from mergers and/or acquisitions
- implementing communication systems

Additionally, this research has exposed some best-practices for HR transformation. In other words, they identified key areas where HR adds most value during transformations. For instance, having the right transition team in place was reported as the single most important success factor. On the second and third place, research mentions conducting extensive planning ahead of time and building executive and cross-functional support as key success factors. Moreover, communicating the transformation, monitoring employee reactions and addressing concerns that arise is identified as the fourth area. Another significant area for HR to focus on is that HR needs to identify change agents in advance of the initiative. (Fidelity, 2005; Frackleton, Girbig, Jacquemont, & Singh, 2014)[1]

The rules of the game are changing, HR transformation has evolved significantly over the past decade along with the changing business environment and challenges. Basic HR capabilities - such as integrated systems, employee self-service, and timely access to relevant and correct workforce data - are as important as ever. But today, they are merely table stakes: basic building blocks that each HR function should possess. (Bowman et al., 2011)

Over the recent years, researchers have provided evidence that there is a clear shift ranging from HR efficiency, through business enablement, to digital HR, where the opportunities of mobile, cloud, analytics, social, automation and real time operations are combined. The shift is on to the next level of efficiency and freeing resources to focus on business priorities including new workforce models, innovation, and business- and HR-automation. (Bowman et al., 2011; Dwivedi, Sagar, & Sen, 2016)[2]

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[1] A survey of 106 senior HR executives at large US companies with more than 10,000 employees
[2] A survey of more than 75 HR leaders across various industries across India. Representation across varied industry segments, as well as a representative sample of small, medium, and large organizations.

Surveys such as that conducted by Bersin et al. (2017) reveal ten global trends in human capital illustrated in figure 4. These trends range from redesigning the organization and its leaders for the future; through engaging teams by building a new management system and redesigning the employee experience; to leveraging digital technology and data to design and improve the organization and its teams. (Bersin et al., 2017)[3]
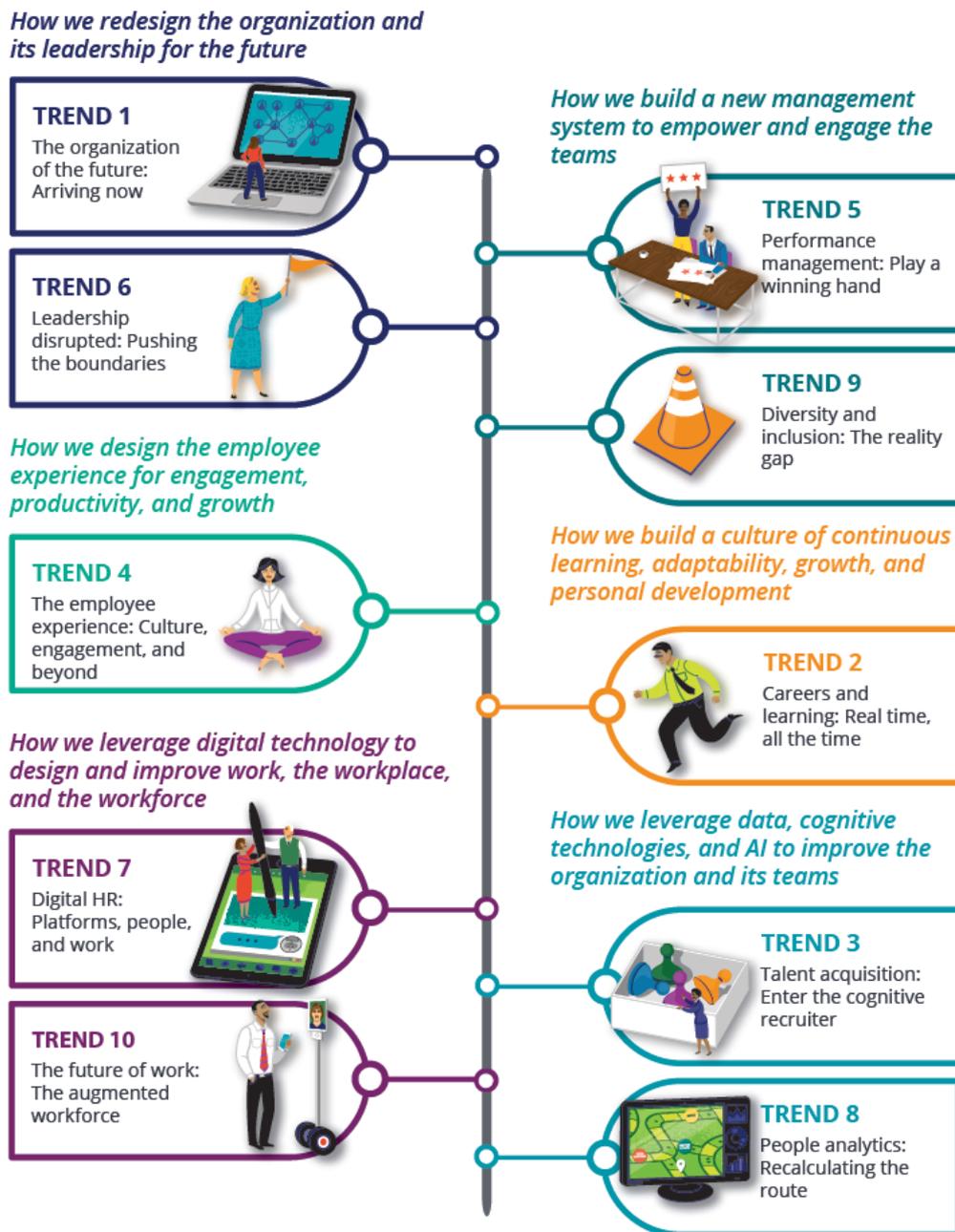

Figure 4: Rewriting the rules for the digital age (Bersin et al., 2017)

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[3] Their findings are based on survey results including data from 10,477 businesses and HR leaders spread over 140 countries and represents large companies as well as small companies, and a broad-cross section of industries.

In a digital world with increasing transparency, employees expect a productive, engaging and enjoyable work experience. Rather than having a narrow focus on employee engagement and culture, organizations are developing an integrated focus on the entire employee experience, bringing together all the workplace, HR, and management practices that impact people on the job. Integrated employee self-service tools help understand and improve this entire employee experience. (Bersin et al., 2017)

The increased focus on employee experience is being revolutionized through a complete digital focus. A recent online Harvard Business Review article by Jon Kolko (2015) noted that "*people need their interactions with technologies and other complex systems to be simple, intuitive, and pleasurable*". The article continues*, "because design is empathetic, it implicitly drives a more thoughtful, human approach to business"* - one that makes the workplace more attractive to both current and prospective employees.

The strategic shift

Implementation of employee self-service (ESS) technology presents a variety of challenges for organizations as they strive to maximize return on investment and change management. ESS technology is a popular innovation that is of special interest in the HR management context because of anticipated cost savings and other efficiency-related benefits. ESS technology allows HR to focus on more strategic functions, for example by shifting the responsibility of updating personal information to the employee, which allows the organization to devote fewer specialized resources to these activities, with the intent of having HR to focus on a strategic level. (Marler, Fisher & Ke, 2009)

Dwivedi, Sagar, & Sen (2016) report that, as HR gains credibility in influencing key business decisions, it assumes a central role to partner with the business in managing business-related risks. Moreover, while HR is embedding itself in the business, the role of HR business partners (BP) needs to be re-defined. Increasingly, there is a pertinent need for the BP role to have a greater impact on the business activities. BP's are playing a strategic advisory role in developing and implementing strategies aligned to meet business objectives. However, many organizations continue to struggle to understand how HRBP's should contribute to the business.

This section has attempted to provide a brief summary of the literature relating to organizational changes and HR transformations. In the next section, we will present the underlying rationale by which individuals respond to change.

II.   Underlying factors of change

Before going deeper into theoretical models on how organizations manage change, it is important to understand the underlying rationale by which individuals respond to change. The basic model by Kubler–Ross's (1969) on the process of change and adjustment helps us understand this underlying rationale. She realized that patients typically went through five stages when coming to terms with their prognosis of being terminally ill: denial, anger, bargaining, depression and acceptance.

The change we are researching - that is to say, organizational change - is not necessarily as negative as being terminally ill. Figure 5 shows, however, the general stages that people go through when undergoing any type of change. (Kubler-Ross, 1969; Cameron & Green, 2009)
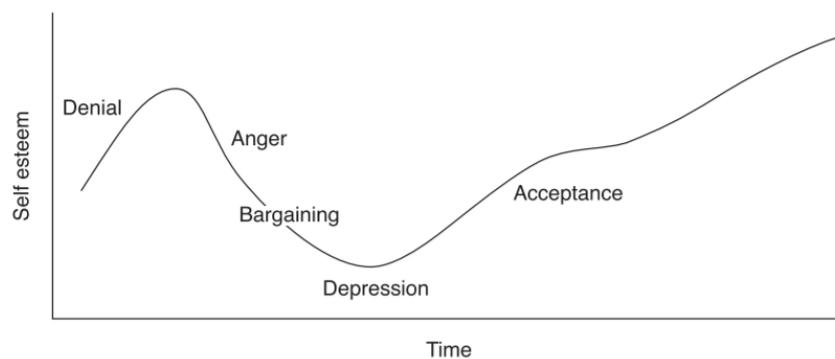
Figure 5: Kubler-Ross model (1969)

Years later, Virginia Satir developed a model which covers a wider range of changes (Satir et al, 1991), while highlighting two key events that disturb or move an individuals' experience along: the foreign element and the transforming idea. Satir (1991) describes the initial state as one of maintaining the status quo, it is a situation of relative equilibrium and all parts of the system are in relative harmony, but this does not mean there is no dissatisfaction. This changes when the foreign element comes in place, which causes (internal) chaos. The person might be in a stage of disbelief, denial or not knowing how to feel or act. Once he or she has come to the stage of acceptance, the individual comes to a certain point of insight or understanding, and forms the transforming idea. Once this transforming idea has taken root, the individual can begin the journey of integration. (Figure 6)
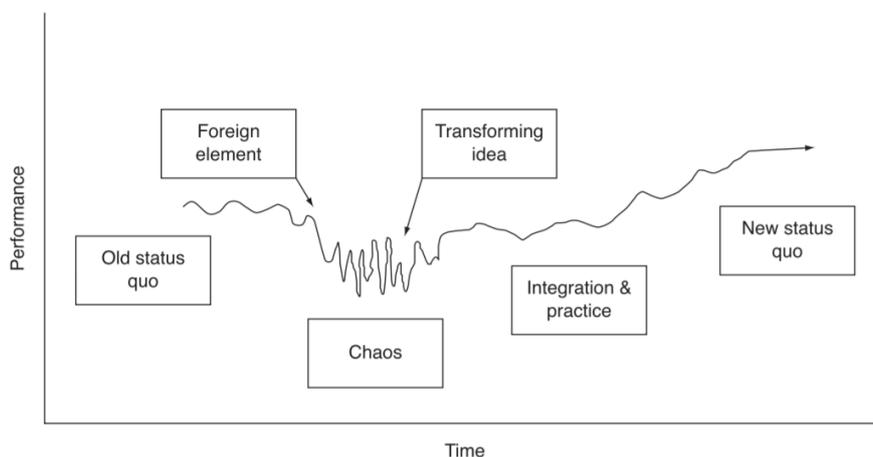
Figure 6: Satir's model (1991)

Overcoming resistance

This subchapter discusses how and why resistance to change must be managed, to increase the chances of a successful transformation. Introducing change into an organization usually raises resistance from those who have the most to lose. Previous research adds that resistance to change emanates from many sources, such as fear of the unknown, lack of information and lack of perceived benefits. (Proctor & Doukakis, 2003)

Resistance is valuable, but must be managed. (Paul, 2015) There are several downsides to resistance to change. An acceleration in the rate of change will result in an increasing need for reorganization. This is usually feared, because it means disturbance of the status quo, a threat to people's vested interests in their jobs, and an upset to established ways of doing things. For these reasons, needed reorganization is often deferred, with a resulting loss in effectiveness, an increase in costs, loss of employee loyalty and motivation, increased errors or mistakes and increased absenteeism. (Robbins & Judge, 2014; Bower & Walton, 1973)

Hodges (2016b) explains that emotional reactions to change are often viewed as a burden that leaders and managers must endure and, in some instances, even ignore. This is however a misguided approach, for emotions are an important part of any change process as they not only show how someone feels about change but they also have an impact on the behavior of individuals which can then affect the success of the change. She continues that, in order to manage and lead people effectively through change it is therefore important to have an appreciation of the emotional reactions to change and understand how, in particular, negative emotions (resistance) can be addressed. (Hodges, 2015b)

Because of the many different ways in which individuals and groups can react to change, correct assessments are often not intuitively obvious and require careful thought. For a number of different reasons, individuals or groups can react very differently to change, from passively resisting it, to aggressively trying to undermine it, to sincerely embracing it. To predict what form their resistance might take, managers need to be aware of the four most common reasons people resist change. These are a desire not to lose something of value, a misunderstanding of the change and its implications, a belief that the change does not make sense for the organization, and a low tolerance for change. (Kotter & Schlesinger, 2008)

Previous research (Robbins & Judge, 2014; Kotter & Schlesinger, 2008) has established that there are six methods for dealing with resistance to change (Table 1). Successful organizational change efforts are always characterized by the skillful application of a number of these methods, often in very different combinations. However, successful efforts share two characteristics: Managers employ the approaches with a sensitivity to their strengths and limitations and appraise the situation realistically.

Approach	Commonly used in situations	Advantages	Drawbacks
Education + communication	Where there is a lack of information or inaccurate information and analysis	Once persuaded, people will often help with the implementation of the change	Can be very time consuming if lots of people are involved
Participation + involvement	Where the initiators do not have all the information they need to design the change, and where others have considerable power to resist	People who participate will be committed to implementing change, and any relevant information they have will be integrated into the change plan.	Can be very time consuming if participators design an inappropriate change.
Facilitation + support	Where people are resisting because of adjustment problems.	No other approach works as well with adjustment problems.	Can be time consuming, expensive, and still fail
Negotiation + agreement	Where someone or some group will clearly lose out in a change, and where that group has considerable power to resist	Sometimes it is a relatively easy way to avoid major resistance	Can be too expensive in many cases if it alerts others to negotiate for compliance
Manipulation + co-optation	Where other tactics will not work or are too expensive	It can be a relatively quick and inexpensive solution to resistance problems	Can lead to future problems if people feel manipulated
Explicit + implicit coercion	Where speed is essential, and the change initiators possess considerable power	It is speedy and can overcome any kind of resistance	Can be risky if it leaves people mad at the initiators

Table 1: Methods for dealing with resistance (Robbins & Judge, 2014; Kotter & Schlesinger, 2008)

Choosing a strategy

When approaching an organizational change situation, managers explicitly or implicitly make strategic choices regarding the speed (faster vs. slower) of the effort, the amount of preplanning, the involvement of others, and the relative emphasis they will give to different approaches. (Table 2)

Faster	Slower
Clearly planned	Not clearly planned at the beginning
Little involvement of others	Lots of involvement of others
Attempt to overcome any resistance	Attempt to minimize resistance

Table 2: The strategic continuum (Kotter & Schlesinger, 2008)

Successful change efforts seem to be those where these choices both are internally consistent and fit some key situational variables, such as the ones represented in Table 3.

Key situational variable	Implication
The amount and kind of resistance that is anticipated.	The greater the anticipated resistance, the more difficult it will be simply to overwhelm it, and the more a manager will need to move toward the right on the continuum to find ways to reduce it.
The position of the initiator vis-à-vis the resisters, especially with regard to power	The less power the initiator has with respect to others, the more the initiating manager must move to the right on the continuum.
The person who has the relevant data for designing the change and the energy for implementing it.	The more the initiators anticipate that they will need information and commitment from others to help design and implement the change, the more they must move to the right. Gaining useful information and commitment requires time and the involvement of others.
The stakes involved.	The greater the short-run potential for risks to organizational performance and survival if the present situation is not changed, the more one must move to the left.

Table 3: Key situational variables (Kotter & Schlesinger, 2008)

Despite the fact that these factors still leave a manager with some choice of where to operate on the continuum, it is probably best to select a point as far to the right as possible for both economic and social reasons. Change efforts using the strategies on the right of the continuum can often help develop an organization and its people in useful ways. In a business world that continues to become more and more dynamic, the consequences of poor implementation choices will become increasingly severe. (Kotter & Schlesinger, 2008)

Employee commitment and attitude towards change

In any change process, managers and leaders have to decide whether they will achieve change through commitment or through compliance. Leaders must select the most appropriate approach for the change in their organizations. The route chosen depends on the kind of change and the level of commitment required for the change to be successful. Both approaches incur cost but at different stages. With compliance, heavy costs can occur later on, especially if old habits return and the change is not sustained. With commitment, costs occur early on through involving people, communications and stakeholder management. (Hodges & Gill, 2015)

Compliance relates to no-choice change: the system requires and enforces compliance, and it may be relevant and necessary at certain times, such as having to comply with new legislation or regulations. However, forcing change on people can have just too many negative side effects over both the short and the long term. (Hodges, 2016; Kotter & Schlesinger, 2008)

In contrast, commitment is about choice-change: in this situation there is a free choice as to how an individual engages with change. As shown in Figure 7, employees with strong organizational commitment are more likely to develop positive attitudes towards organizational change and, therefore, be more willing to put more effort into a change. (Hodges, 2016)
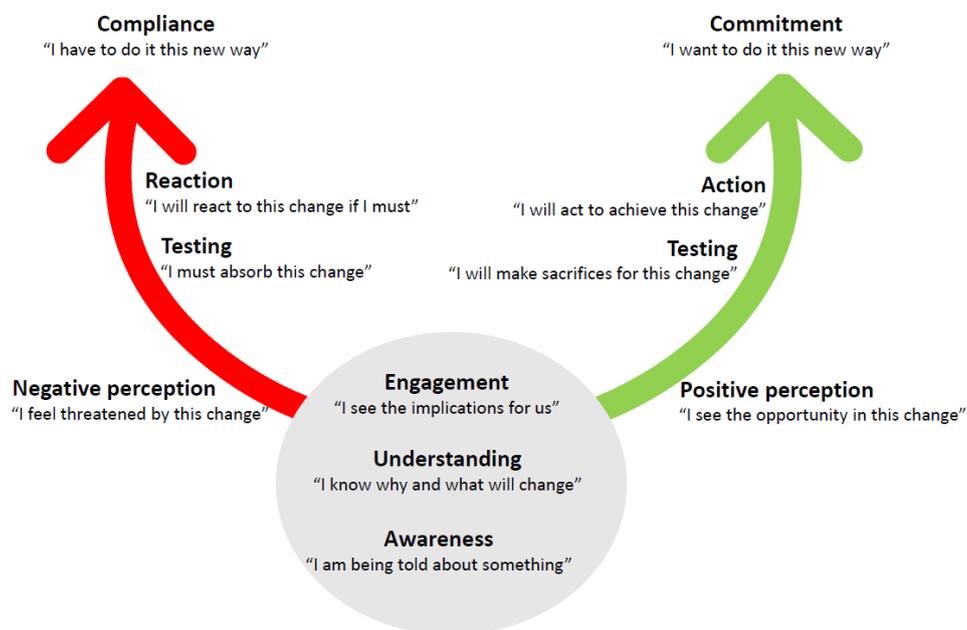
Figure 7: Commitment vs. compliance, Hodges (2016)

Furthermore, organizational commitment plays an important role in employees' acceptance of change and their reaction to it. Employees who are committed to their organization are willing to exert effort on its behalf and are more accepting of the need for change. Individuals' past experience of change can affect their level of commitment to the organization and their willingness to support further change. (Hodges, 2016)

Markos (2010, p.89) agrees: "*Engaged employees are emotionally attached to their organization and highly involved in their job with a great enthusiasm for the success of their employer, going the extra mile beyond the employment contractual agreement.*"

Employee development and perceived organizational support

Similar to employee commitment, concepts such as employee development and perceived organizational support (POS) are introduced to help understand and alter behavior towards change.

The concept of employee development advocates that employees should feel that management cares about them and tries to meet their needs (Proctor & Doukakis, 2003), while POS is defined as an employee's beliefs concerning the extent to which the organization values their contributions and cares about their well-being. (Rhoades & Eisenberger, 2002). Greater perceived organizational support is expected to result in a perceived obligation to engage in behaviors or to adopt attitudes that reciprocate how employees perceive the organization treats them. (Gouldner, 1960)

The successful application of both concepts and the trend of increased focus on employee experience is translated into greater affective attachment to the organization (Eisenberger, Fasolo & Davis-LaMastro, 1990; Markos, 2010) and positive employee attitudes towards their work including organizational commitment, job involvement, employee performance, retention, work motivation and job satisfaction. (Marler et al., 2009, Lewin, 2014; Markos, 2010; Bersin, 2015; Hodges, 2016; Proctor & Doukakis, 2003; Eisenberger, Cummings, Armeli, & Lynch, 1997)

Mazor et al. (2015, p.35) go further and add: *"organizations that create a culture defined by meaningful work, deep employee engagement, job and organizational fit, and strong leadership are outperforming their peers and will likely beat their competition in attracting top talent"*. In contrast, the lack of commitment from employees can be harmful to an organization and result in poorer performance arising from inferior service offerings and higher costs. (Proctor & Doukakis, 2003)

Marler et al. (2009) reveal a better understanding in behavior and attitudes during implementation of employee self-service (ESS) technology. They found significant relationships between POS and attitude toward use and both perceived usefulness and ease of use.
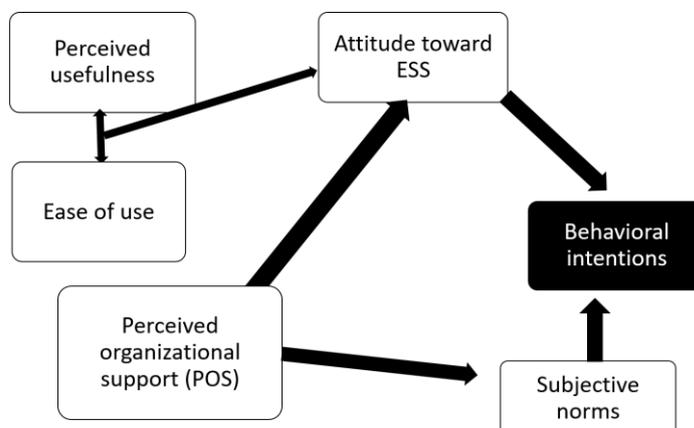
Figure 8: Simplified model of the ESS Technology Acceptance Model, Marler et al. (2009)

This simplified version of the model of technology acceptance (Figure 8) used in Marler's work (2009) might help us understand the underlying factors that determine behavior and attitude towards new technology such as ESS.

Perceived ease of use played a more direct role in the formation of attitudes pre-implementation. Post-implementation, however, this direct effect on attitude disappeared after controlling for perceptions of usefulness. In comparison, perceived usefulness had a direct role in formation of user attitudes, with a larger effect post-implementation. As users gained experience with the technology, perceived usefulness became even more important. (Marler et al., 2009)

Marler et al. (2009) indicate that users only consider new technology useful post-implementation if it is sufficiently easy to use. Pre-implementation, the focus of usefulness is purely on new features that will promote gains in job performance. After implementation, tradeoffs in the level of effort required to use the new system become clearer. If the new technology requires greater effort to use, the projected gains in job performance are minimized.

Thus far, this section has attempted to summarize the driving factors of change and how organizations should manage transformations to minimize resistance. Additionally, we linked how similar concepts such as employee commitment, employee development and organizational support contribute to the success of managing transformations. We will discuss one of the most commonly used approaches in CM and compare current with future approaches in the next section.

III.   Change management approaches

"Change is the only thing that will never change so let's learn to adopt by change management" (Kansal & Chandani, 2014, p.208)

Now we understand underlying factors that influence behavior towards change and how resistance to change can be minimized, this section will briefly cover one of the most commonly used approaches in managing change. Few organizational change efforts tend to be complete failures, but few tend to be entirely successful either. Most efforts encounter problems; they often take longer than expected and desired, they sometimes kill morale, and they often cost a great deal in terms of managerial time or emotional upheaval. (Kotter & Schlesinger, 2008)

Previous research has established that there are three key elements of CM (Figure 9), namely:
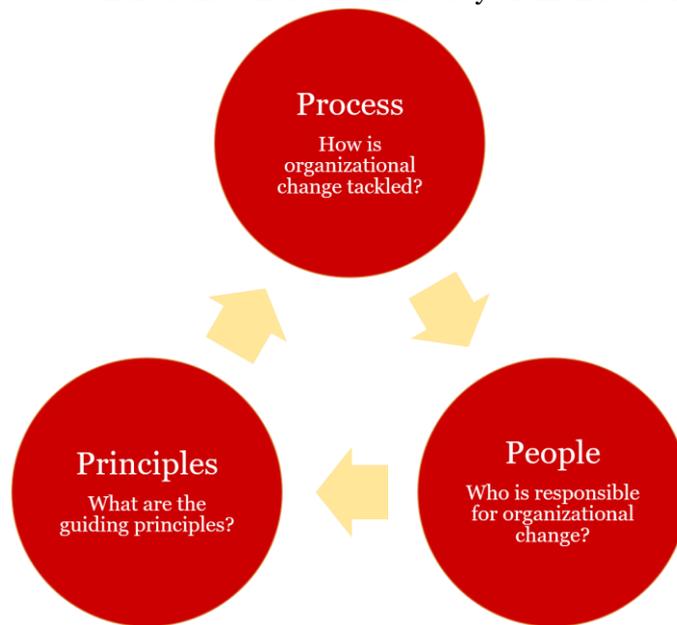
Figure 9: Three key elements (Cameron & Green, 2009)

Cameron and Green (2009) argue that these three key elements are most relevant when analyzing organizational CM. In order to do so, they make use of four organizational metaphors to explain how organizational change works in practice. (Table 4) These four organizational metaphors are selected from previous work by Gareth Morgan (1986).

Organizational metaphors	1. characteristics 2. change approach
Machine	1. routine operations, clearly defined job roles & standard procedures 2. change can be planned and controlled
Political system	1. importance of power play and conflict in the organization 2. change needs to be supported by a powerful person
Organism	1. organizational structure depends on the environment, individual as well as organizational happiness and health are crucial 2. change is made only when responding to environmental changes (no internal focus used)
Flux & Transformation	1. organization is part of environment and has ability to self-organize and change with the purpose of getting a desired identity 2. change cannot be managed but emerges

Table 4: Organizational metaphors (Cameron & Green, 2009)

These four metaphors are mostly used by managers as well as consultants in practice and thus appear to offer the most relevant insights into organizational CM (Cameron & Green, 2009; Paul, 2015).

The first metaphor, "Organizations as Machines", considers change as being planned and centralized. "Organizations as Political Systems" is the second metaphor, here the importance of finding support for organizational change from powerful individuals is stressed. "Organizations as Organisms" states that the whole organization needs to be aware of the need to change and should be involved in change actions. Finally, the "organizations as Flux and Transformation" metaphor argues that managers might not be able to control and manage change in an increasingly turbulent environment as it cannot be planned ahead, but emerges.

The most used current approaches to organizational CM look like Cameron and Green´s (2009) "Machine" metaphor. This is because organizational change processes in the current state mostly follow a top-down approach, mainly consisting of the steps designing, planning and implementing. Senior management determines the project plan and rolls out a change program. The change initiative is coordinated by change and HR managers. Line managers, often together with a project team, are then responsible for implementing the change. Change agents act as catalysts and assume responsibility for managing change activities. Thus, the main guiding principles for the current state of approaches to organizational CM seem to be that change can be strategically planned and that SMART formulated targets set the direction for the change initiative. (Paul, 2015; Robbins & Judge, 2014)

Research by Paul (2015), however, argues that by 2025 the approach in managing change could shift towards a more bottom-up and agile combination of both "Organism" and "Flux and Transformation".

Below, we will only discuss Kotter's model for approaching change management. (Figure 10) His model for organizations to manage change has become one of the most known and widely adopted models. There are plethora of models in approaching organizational changes. However, it is outside the limits of this work to summarize all existing theories, models and approaches. For further reading we refer to Cameron and Green, 2009; Paul, 2015; Hodges and Gill, 2015; Marler et al., 2009 and Robbins and Judge, 2014.

Kotter's model

1 Establishing a Sense of Urgency
• Examining market and competitive realities
• Identifying and discussing crises, potential crises, or major opportunities
2 Forming a Powerful Guiding Coalition
• Assembling a group with enough power to lead the change effort
• Encouraging the group to work together as a team
3 Creating a Vision
• Creating a vision to help direct the change effort
• Developing strategies for achieving that vision
4 Communicating the Vision
• Using every vehicle possible to communicate the new vision and strategies
• Teaching new behaviors by the example of the guiding coalition
5 Empowering Others to Act on the Vision
• Getting rid of obstacles to change
• Changing systems or structures that seriously undermine the vision
• Encouraging risk taking and nontraditional ideas, activities, and actions
6 Planning for and Creating Short-Term Wins
• Planning for visible performance improvements
• Creating those improvements
• Recognizing and rewarding employees involved in the improvements
7 Consolidating Improvements and Producing Still More Change
• Using increased credibility to change systems, structures, and policies that don't fit the vision
• Hiring, promoting, and developing employees who can implement the vision
• Reinvigorating the process with new projects, themes, and change agents
8 Institutionalizing New Approaches
• Articulating the connections between the new behaviors and corporate success
• Developing the means to ensure leadership development and succession

Figure 10: Kotter's 8-step model (1995)

Kotter (1995) notes that the most general lesson to be learned from the successful cases is that the change process goes through a series of phases that usually require a considerable length of time. Skipping steps only creates the illusion of speed and never produces satisfying results.

His model lies somewhere between the "Machine" and "Organism" metaphor. The first step is identified as establishing a sense of urgency. The steps that follow are identified as forming a powerful guiding coalition, creating a vision, communicating this vision, empowering others to act, generating short-term wins, consolidating improvements and produce even more change, and institutionalizing new approaches and embed these in the corporate culture. (Kotter, 1995)

Additionally, a great deal of research (Cameron & Green, 2009; Proctor & Doukakis, 2003; Kitchen & Daly, 2002; Carey, 2000; Devine, 1999; Hodges, 2015) investigates the role of communication during transformations. Many agree this aspect is often overlooked and underestimated (Frackleton et al., 2014), but still has a vital impact on the effectiveness of transformations and gaining employee support. We will further discuss this in the next section.

IV. The role of communication during CM

The following part of this paper moves on to describe in greater detail the role of communicating during transformations. If done correctly, communication can help provide clarity, facilitate the development of trust and assist the sustainability of change. Communication is not just about providing timely information. It is about creating a participative dialogue and feedback, up, down and across the organization. (Hodges, 2015)

Transformation is impossible unless people are willing to help, to the point of making short-term sacrifices. Employees will not make sacrifices, even if they are unhappy with the status quo, unless they believe that useful change is possible. Without credible communication, and a lot of it, the hearts and minds of the troops are never captured. [...] In more successful transformation efforts, executives use all existing communication channels to broadcast the vision. [...] Communication comes in both words and deeds, and the latter are often the most powerful form. Nothing undermines change more than behavior by important individuals that is inconsistent with their words. (Kotter, 1995, p. 63)

Kotter (1995) continues that change creates an increased need for communication, he emphasizes the need to communicate the vision and keep communication levels extremely high throughout the entire process. For him, communicating to employees the need for change and how it can be achieved is critical to the successful management of change. His 8-step model (figure 10) includes several steps that are considerably interlinked with communication.

Managers with merger and acquisition experience tend to agree that it is impossible to over-communicate during a merger (Devine, 1999), while Carey (2000) admits to the need of constantly communicating to avoid the seizure that may come from over-reaction to badly delivered news.

Communication is regarded as a key issue in the successful implementation of change programs because it is used as a tool for announcing, explaining or preparing people for change and preparing them for the positive and negative effects of the impending change. (Spike & Lesser, 1995) Moreover, another author goes even further by stating that communication is the catalyst, if not the key to organizational excellence and effectiveness. (Grunig, 1992)

Indeed, how employees are engaged in the process is often portrayed as the determining factor in whether organizational change is achieved or not. (Peters & Waterman, 1982; Porter, 1985; Kanter, 1983; Heller, 1998; Clarke & Clegg, 1998)

Furthermore, an internal document at ABI shows they understand and value the relevance of communication during transformations. They have created a 34-page internal toolkit, purely focused on *communicating change*. The toolkit consists of nine steps within four phases. (Table 5)

Phases	Steps
Clarify	1. Collect data and define your objectives 2. Conduct stakeholder analysis
Articulate	1. Craft key messaging 2. Develop key communication tools
Strategize	1. Develop communications approach 2. Build your timeline
Execute and Measure	1. Prepare yourself & equip leaders/managers 2. Create a change agent network 3. Measure the communications impact

Table 5: Internal toolkit "Communicating change"(AB InBev, 2017b)

Continuing this chapter on the role of communication during transformations, we list several aspects to be considered when initiating communication about change in table 6:

Aspect	Implication
Why are you communicating?	Establishing the need for change (cf. Kotter, 1995)
Who is the target audience?	This sets the tone, style and content.
Who will deliver the message?	Authority and credibility of this person influences how the message is received.
What are you trying to say? Is the information accurate, up-to-date and accessible for all?	If you can't explain the core of what you are trying to say in no more than two lines, what makes you think that your audience will understand?
When are you planning on telling?	Timing is important: too late and it will appear as something decided behind their back which can raise resistance.
How is the message conveyed, and what is the best mode of communication to use?	Face-to-face, email, or all employees at the same time? Does the method suit the type of information that is conveyed?
What is the impact that the communication has generated?	This raises questions of feedback: what mechanisms are in place to collect employee feedback regarding the change? How positive or critical is it, and what do you do about it?

Table 6: To consider when communicating about your change initiative, Hodges (2015)

The final step in Table 6 mentions the measurement of the impact that communication has generated. In the next section, we will discuss our research method, which contributes to this final step of measuring the impact of communication.

Thus far, this dissertation has shown the relevance of organizational changes and human resource transformation. Not only have we identified the main underlying factors that drive change and revealed how managers can use different strategies to minimize resistance, but we also discussed current approaches and clarified the role of communication during CM.

V. Methodology

In this section we explain the methods used in providing insights and answers to how ABI manages change. We used qualitative methods combined with quantitative methods. This approach was chosen as we believe this will provide the most relevant insights to answer the below sub questions.

- Which factors have the most impact on successfully implementing transformations?
- In hindsight, what should the project team have done differently in approaching the transformation?

To allow a deeper insight in the questions above, we conducted informal interviews with some of the main stakeholders of the project.

Furthermore, we sent out one internal survey to measure the performance, perceptions and ideas of employees who were the first to test the employee self-service tool Click, and two internal surveys to employees who were the first to test the recruitment process transformation. Survey questions were split in three blocks:
- Respondent profile and overall ratings,
- Specific statements regarding intended benefits and technical features regarding the transformation,
- Questions regarding the communicating and training regarding the project

Questions of the three surveys including some clarification can be found in the appendix (a). With the surveys, we aim to answer questions such as:
- How is this transformation accepted amongst employees?
- What is the impact of communication during the process of CM?
- What are employees' perceptions of the new technology/transformation?
- What should the project team have done differently, according to the employees?

Main findings of both the interviews and surveys are described in section VI. We used basic statistics to calculate results and average scores. Full results of the surveys, including graphs, can be found in appendix (b, c). Transcriptions of the interviews can be found in appendix (f), including some details of how the interviewees are involved.

Used methodology	Number of responses
Informal interviews with main stakeholders	7
Internal survey: employee self-service platform Click	23
Internal survey: recruitment process transformation (EAST)	9
Internal survey: recruitment process transformation (WEST)	13
Total number of respondents	**52**

Table 5: Methodology

This method of analysis has a number of limitations, as there is a limited use of advanced statistics to figure out which factors contribute most to the success of implementation or to the acceptance towards new technology and only local interviews have been executed. Nonetheless, we believe this number of responses (Table 7) is a representative sample to correctly display the perceptions and opinions that are present within the company. Based on the results displayed in chapter VI, complemented with the insights we gained from the interviews, we are able to draw some conclusions and responses to questions.

VI. HR Transformation at Anheuser-Busch InBev

Within ABI, the *People Transformation* team is involved in all transformational projects within the HR department. One may find it easy to imagine the transformational challenges for a company with operations in over 50 markets and sales in over 150 markets, that now employs around 200.000 people. (Our markets, n.d.) These challenges are not only applicable to ABI, but to all businesses ranging from SME's to multinationals.

How is change managed?

Based on our qualitative research, we found that the organizational change process mostly follows a top-down approach, mainly consisting of the steps designing, planning and implementing. Senior management determines the project plan and rolls out a change program. The change initiative is coordinated by a project team consisting of change and HR managers. Line managers and business partners, together with the project team, are then responsible for implementing the change.

This is quite similar to Paul's (2015) findings: we see that the approach to organizational CM within the company looks like Cameron & Green's (2009) "Machine" metaphor, but not in the strict sense of the "Machine" metaphor. In some aspects the approach is shifting to become more flexible and agile, as reported in figure 13. One of the employees mentions that a lot of work is still being done very reactive and last-minute.

Main success factors

Interviews with the main stakeholders involved in the transformations allow us to identify what the main factors are that affect the success of the transformation by also taking into account what they would have done differently in hindsight.

Our research identifies four key areas that impact the successfulness of transformations:
- **People:**
  In particular: getting people on board to drive change (change agents)
- **Communication:**
  For example: communicating the change and identifying key stakeholders and keeping them aligned
- **Planning and Analyzing:**
  For instance: spend more time beforehand on creating a realistic plan, cutting long-term objectives into smaller pieces, etc.
- **Prioritizing quality**
  In other words: putting the quality of the implemented system first, even if this requires sacrifices. The rest will follow.

For a detailed overview of the identified areas that contribute the most to successful transformations, see figures 11 to 14. What is interesting about the findings represented in these figures is that there are significant resemblances to prior results in research by Kotter (1995), Fidelity (2005), Frackleton et al. (2014), Robbins and Judge (2014), Hodges and Gill (2015), Cameron and Green (2014), Spike and Lesser (1995) and Marler et al. (2009).

We will further discuss these results, nuances and draw conclusions in section VII.
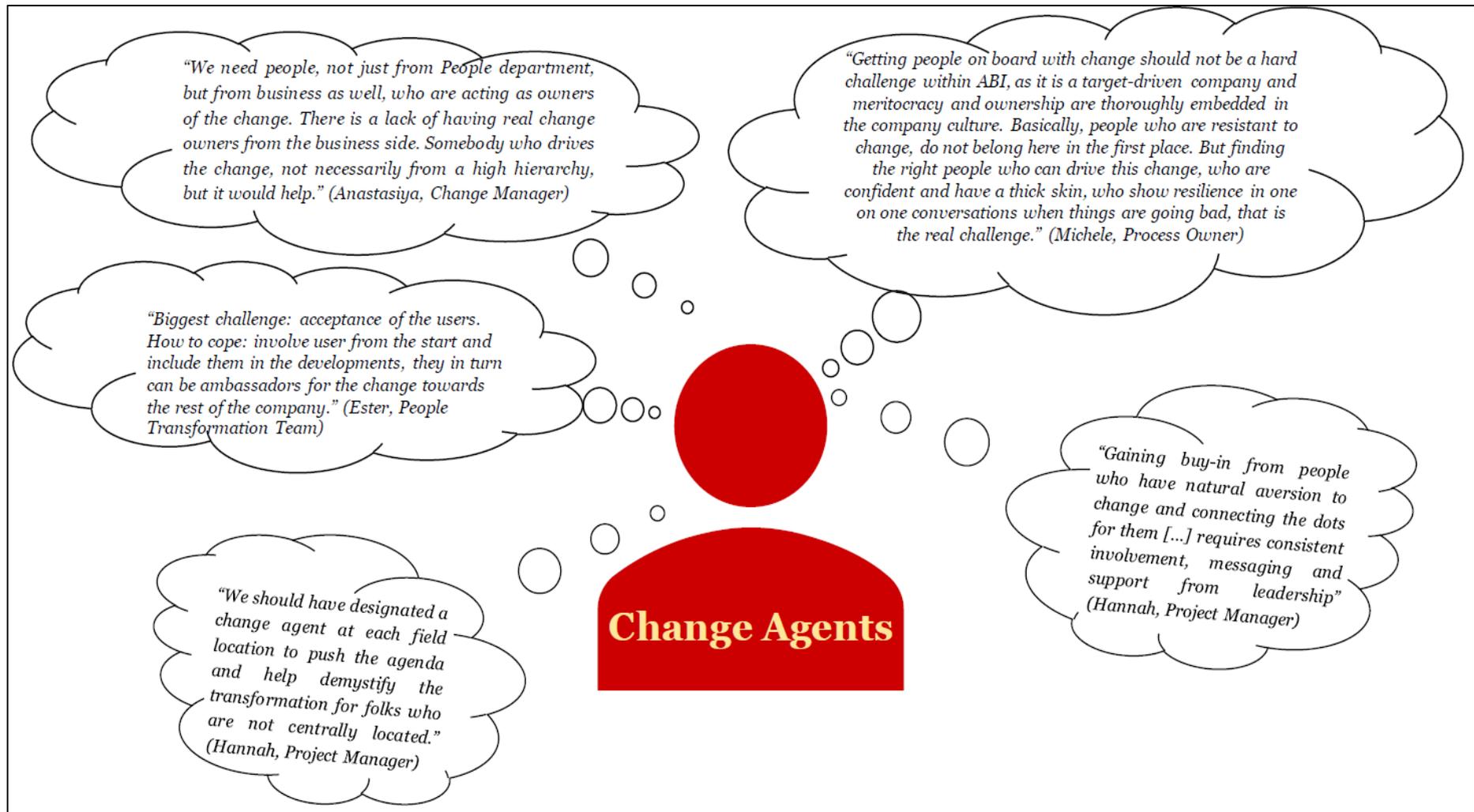
Figure 11: Key areas for successful transformations: change agents[4]

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[4] The author added the full original transcriptions of the interviews in appendix (f), in these figures they are freely translated to English.

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Nuance: "First of all, next to having clear and timely communications, the technical readiness of the system and having a support model in place for resolving issues is the most important factor. Without the technical readiness of the system and support model, people will not want to participate in the change. Secondly, it's important to clearly communicate WHY the change is happening. Creating a sense of urgency, why the change is necessary. (Anastasiya, Change Manager)

"Consistent involvement, messaging, and support from leadership is an absolute must." (Hannah, Project Manager)

"Clear and frequent communication is of course also a must [...] Be clear on expected workload towards stakeholders and communicate proactively" (Ester, People Transformation Team)

Communication

"Communicating to all stakeholders in the right way and having various communications in place (teasers, emails, banners, videos) is one of the determining factors of the transformations' success" (Douwke, Project Manager)

"Identifying the key stakeholders & decision makers and keep them aligned at all times, especially in big projects like this w/ different zones involved is one of the biggest challenges" (Maikel, IT Lead)

"For me they key success factor is communication. Both inside the project team to correctly understand the requirements and set expectations, as to the impacted users, do they know what is changing, why it's changing and how it impacts them" (Fernanda, Change Manager)

*Figure 12: Key areas for successful transformations: communication*
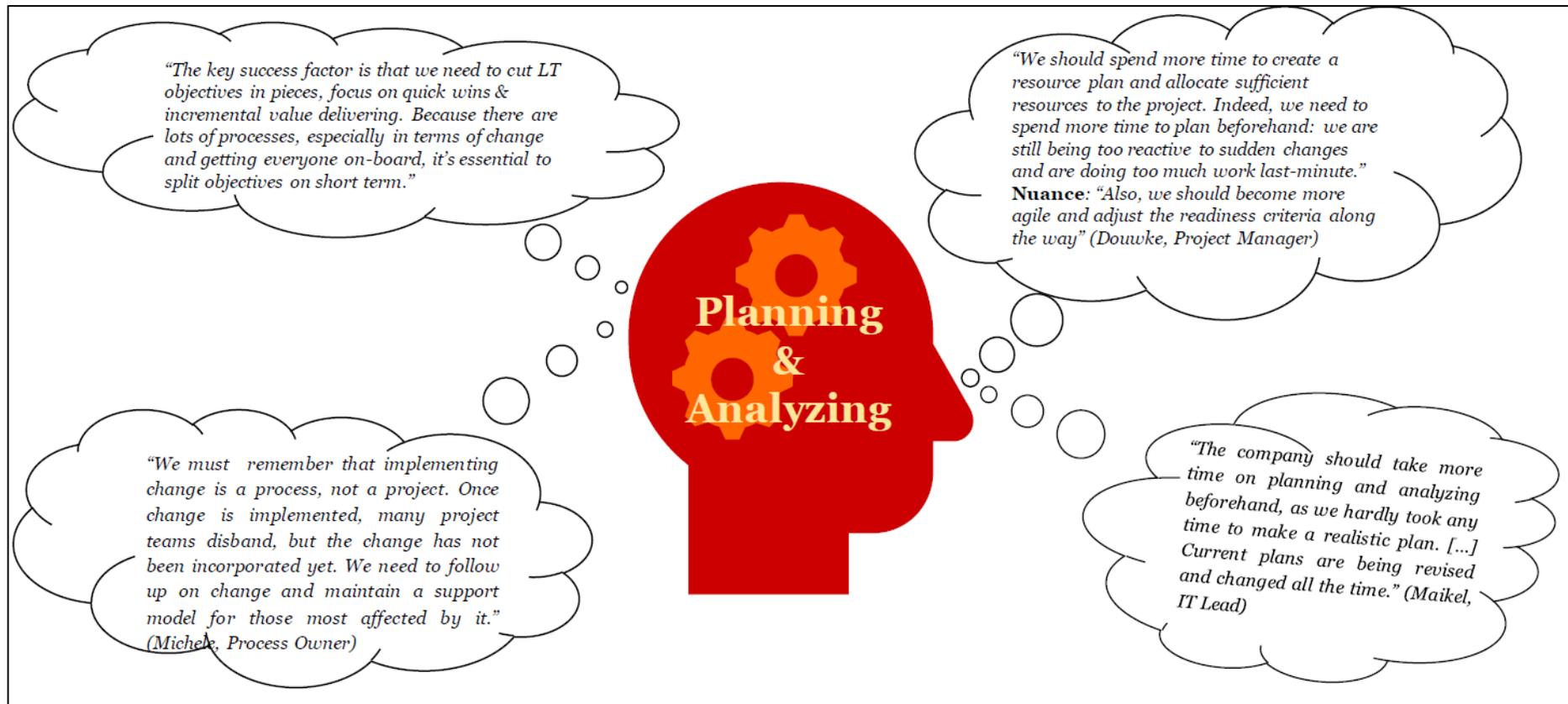
Figure 13: Key areas for successful transformations: planning and analyzing
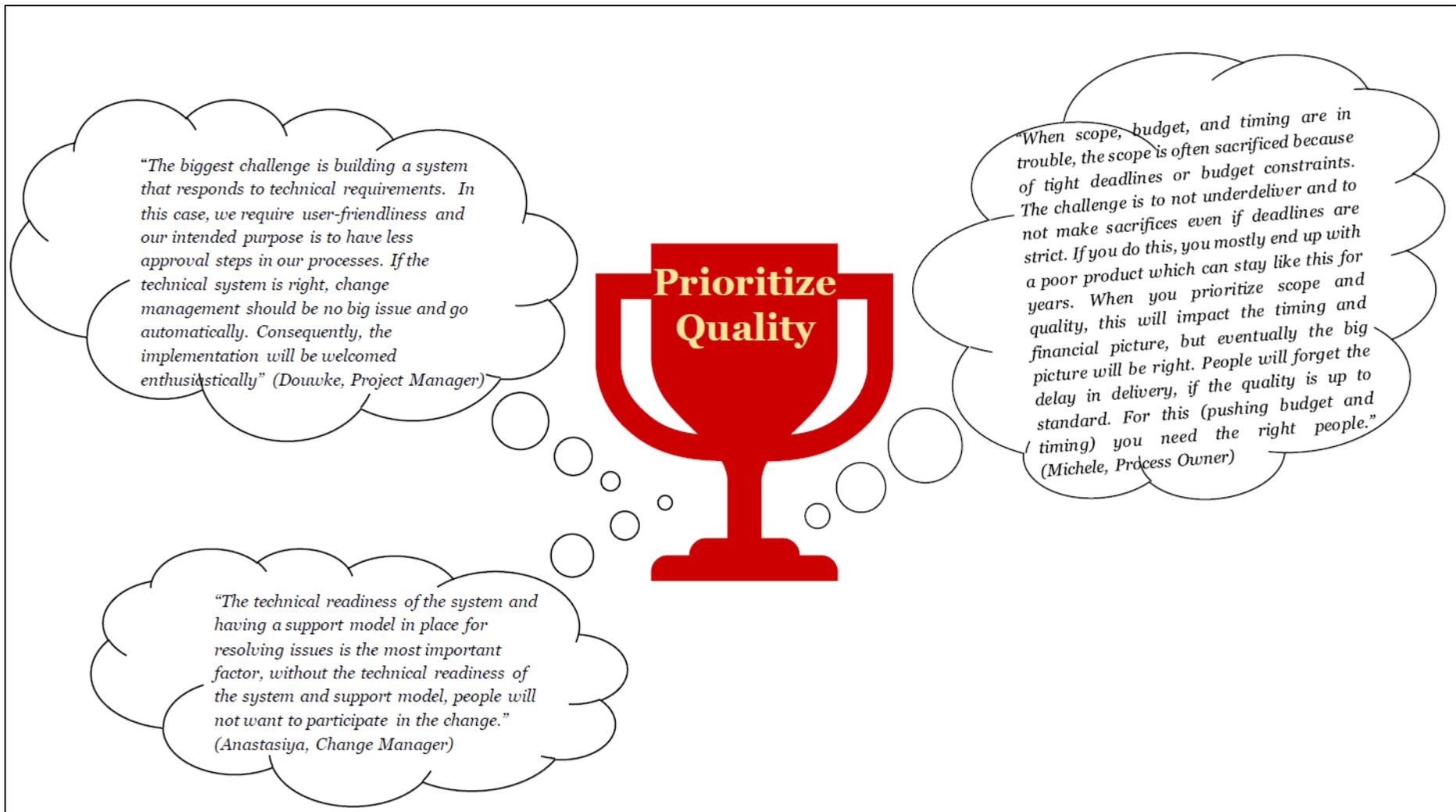
Figure 14: Key areas for successful transformations: prioritize quality

What is changing, why and how do employees perceive these changes?

Within the company, different projects came together at the same time. The HR Transformation projects were labeled under the name 'People 2020'. In this section, we will go into depth on two specific company transformations: the recruitment process transformation and the ESS technology implementation. Other transformation projects are also revealed, but not equally in-depth. Some projects were embraced more enthusiastically than others. Survey results and feedback during the interviews reveal what might be possible causes of differences in perceptions and attitudes. Though we need to remain cautious not to jump to conclusions, as comparing projects is much like comparing apples to oranges.

Recruitment process transformation

One of the 'People 2020' projects include the recruitment transformation. This recruitment transformation translated itself into increased social recruitment via LinkedIn, where the number of employee posts and LinkedIn followers boomed compared to 2016. Furthermore, a pilot project in Europe was initiated to implement a new recruitment and selection methodology. The aim of this new recruitment model was to redesign the entire recruitment process, from the moment of hiring an employee until retirement of the employee. Thirteen processes were reduced to three standard processes for Europe, and manual processes became automated and integrated. This new model was complimented by Taleo, an already existing web-based platform, tweaked to the needs of ABI. Intended benefits include a centralized tool for standardization of the European approach to recruitment and onboarding processes, increased transparency of the recruitment status and process resulting in direct access to relevant info and a better overview of applicants, reduced administrational work, etc. (cf. appendix, d). On top of that, all recruitment processes in the West-European zone in which ABI operates, were being outsourced to a new company, while recruitment in the Eastern zone still takes place in-house. We will now discuss our main findings of the survey results regarding the recruitment transformations. Detailed survey results including graphs and responses on open questions can be found in the appendix (b).

OVERALL	EAST	WEST
Overall rating recruitment process transformation	76%	72%
Overall rating Taleo	59%	59%
Overall rating communications	60%	74%
Overall rating training		63%

FEATURES & STATEMENTS	EAST	WEST
Easier to get things done than the way before	58%	69%
Perceived added value of Taleo	69%	81%
Taleo - speed	53%	67%
Taleo - accessibility	58%	65%
Will use in day-to-day job	67%	79%
Will recommend to colleagues	61%	73%
Taleo enables flexibility for ABI by providing access to relevant info directly to People team & Line Managers	72%	77%
Video screening process - Usefulness	56%	
Having direct access to the candidates' information - Usefulness	78%	
Being able to input comments; give scores and feedback on a specific candidate directly into the system - Usefulness	72%	
Having the strength-based recruitment methodology available in the system is... - Usefulness	69%	
Advantage mobile app		58%

COMMUNICATION & TRAINING	EAST	WEST
Understand why changes are being made	81%	85%
Have received various communications about the recruitment transformation	72%	88%
Frequency of communications	64%	77%
Communications & information were sent on time	61%	69%
Quality of training sessions & training materials	47%	62%
Accessibility training materials	58%	73%

Figure 15: Survey results recruitment process transformation (EAST, n=9 + WEST, n=13), total n = 22

Initial results of the recruitment process transformation survey (Figure 15) show that employees give the overall recruitment process transformation a relatively good rating (74%) and have a high understanding of why the changes are being made (83%). In this regard, it seems that the establishment of the need for change and communicating the vision, as defined in Kotter's 8-step model (1995), was done successfully.

However, the new recruitment platform Taleo was only rated at 59% by employees. Communications and training regarding the transformation were also rated relatively low. Communications and trainings were rated lower in Eastern-Europe compared to Western-Europe. Differences in questions between East and West are due to the fact that the project was already in a more advanced phase in Eastern-Europe.

General feelings of employees towards the change were: "open" (24%), "excited" (13%), "curious" (24%), "owning the change" (32%), "skeptic" (3%), "concerned" (5%), but not "resistant" (0%). Also, perceptions of functional usefulness and intended benefits scored relatively poor. Employee feedback enables us to identify several key issues that might cause these low scores and rather negative perceptions: speed and planning, communication and training and perceived benefits.

Speed and planning
More than half of the survey respondents reported speed as an issue. The tight timeline of the project, including overlapping deadlines of several projects during implementation contributed to these negative perceptions. Employees reported to have insufficient time to test, attend trainings, workshops and meetings. Next to this, the new company responsible for the recruitment outsourcing was not yet on board to test the role of the recruiter.

Another employee mentioned that it was necessary to estimate the workload decrease before the project was launched, not after it, which indicates more time could have been spent on planning and analyzing.

Strategic choices by management regarding the speed of transformations (cf. the continuum by Kotter & Schlesinger, 2008) have an obvious impact here on the perception and the '*skeptic*' and '*concerned*' feelings towards the change.

Communication and training
Training sessions appeared to not always be relevant, not very constructive nor interactive. Next, it seems that there were often frustrations in communicating with the developers, as some improvement ideas were not possible to implement according to them, while they were possible according to the project team. Other employees mention that, during the tests, active support by the project and developers' teams was not user-oriented enough.

Additionally, several employees comment that they prefer the project team to communicate early enough to allow employees to arrange their agendas. Also, it appears the training materials were not translated into local language (Russian), which explains the differences in perceptions between West and East.

Perceived benefits

One employee mentions "*the beginning of the project promised more automation than happened*". However, it's important to take into account that it's hard to rate the perceived benefits as it would be more useful to wait until employees have more experience with the tool in productive environment. Perceived benefits of the project are rated lower than expected as employees have not had sufficient time to test the new software as it is a complex platform. Because of this, many employees respond neutral or undecided to several questions, which affects the score (cf. appendix, b).

One employee in particular phrases this well: *"As for every change it will take its time to have all people on board."*

These findings are consistent with earlier findings reported in figures 11 till 14 and also match with the findings of Marler et al. (2009), Kotter (1995), Kotter and Schlesinger (2008) and Hodges and Gill (2015).

Implementation of ESS technology: Click

Another project, which goes under the name of Click, aims to give employees a higher degree of self-service. This self-service is meant in terms of personal data management, team data management (for managers), client data management (for HRBP's), integrated systems, target tracking and monitoring, leave and absence management and many other functionalities, all implemented in one platform in order to reduce manual and redundant administrational work.

Implementing this employee self-service technology, shows that the company is catching up, adapting to technological changes and redefining organizational processes in alignment with these changes. Remember that Bersin et al. (2017) proved that integrated employee self-service tools help understand and improve the entire employee experience.

An internal document (appendix, e) regarding the transformation shows the voice of the customer (VOC), which is a process that captures internal expectations, preferences and aversions. This document proves that the main triggers for these organizational changes are that the process model within the company highly depends on manual work, leading to administrational workload with increased risk of mistakes.

Moreover, there were too many different approvals required in certain processes and there are around 30 different systems that are used within the company. Most of these systems require different passwords. Less than 10% of these systems are integrated, which causes master data issues. Additionally, there is a reported lack of automated functionality, no mobile application and a lack of user-friendly systems. This is consistent with research by Dwivedi, Sagar, & Sen (2016), whose results show that the main reasons for dissatisfaction with HR technology are:
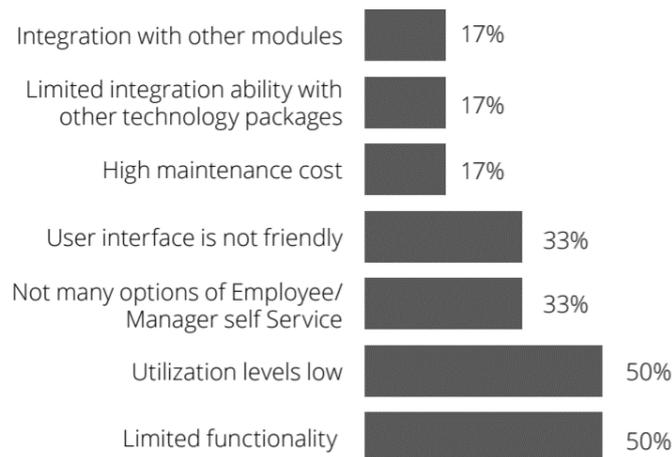

Figure 16: Dissatisfied with the current HR technology? (Dwivedi, Sagar, & Sen, 2016)

These factors provided an opportunity for the company to increase process standardization. (AB InBev, 2017)

On the following page, we will discuss our main findings of the survey results regarding the implementation of Click. We also compare these findings to the recruitment process transformation. Detailed survey results including graphs and responses on open questions can be found in the appendix (c).

OVERALL	Score
Overall rating Click	79%
Overall rating communication & training materials regarding Click	79%
Overall rating Click video	74%

FEATURES & STATEMENTS	Score
Speed	72%
Usefulness	80%
Simplicity	88%
Ease of use / Intuitiveness	86%
Visual attractiveness	74%
Innovation / Creativity	74%
Effectiveness of access to other systems	75%
Broad range of functionalities	68%
Easy to open on desktop	76%
Easy to install on phone	83%
Would recommend to colleagues	84%
Would use in my day-to-day job	68%
Would use Click more with added functionalities	83%

COMMUNICATION & TRAINING	Score
Non-native English speakers, who consulted training (materials) in English anyway	65%
Non-native English speakers, who consulted training (materials) in local language	4%
English native speakers who consulted training (materials) in English	17%
Did not consult training materials	13%
Received a variety of communications regarding Click (posters, banners, emails, …)	62%
Fully understand why the changes are being made	79%
Quality of training session & training material	78%
Training materials were sent timely	82%
Training materials are easily accessible	77%

Figure 17: Survey results employee self-service technology implementation (Click), n=23

The survey results show employee perceptions of the early adopters, they are the employees who were the first to test the implementation of Click. Figure 17 shows that employees give an overall high rating regarding the platform (79%). Just like with the recruitment process transformation, employees report a high understanding of why the changes are being made (79%).

On a functional level, the platform scores high in its intended benefits. For instance, employees rate the perceived usefulness at 80%, simplicity at 88% and ease of use at 86%. The only significant low scoring aspect is *Click has a broad range of functionalities* (68%). This can easily be explained by the fact that the project is only live in production with limited functionalities, such as personal data management, team data management, client data management and links to other systems. Additional functionalities (cf. supra) are still to be launched and currently in test environment.

The overall communications were also rated much better (79%) compared to the recruitment process transformation project. A possible explanation for this difference is that the Click project had designated dedicated change managers.

It seems that the number of non-English native speakers who consult the training materials in their local language is absurdly low (4%). The People team spends a lot of time and resources to translate these English documents into all local languages that are used within the company (Italian, Spanish, Dutch, French, German & Russian). We believe however, this is due to the fact that the project is still in its early days and this number will grow as soon as the project rolls out with additional features in more and more countries. The results of the recruitment process transformation survey have shown that Russian-speaking employees were dissatisfied by not having documents and guides in local language. Thus, we consider having these translations as a strength of the Click project, where the project team took into account the needs of the employees and invested additional resources to provide documents in local language.

General feelings of employees towards the change were: "open" (47,8%), "excited" (56,5%), "curious" (52,2%), "owning the change" (26,1%), but not "skeptic" (0%), "concerned" (0%), nor "resistant" (0%). These are remarkable differences, as employee feelings seem less negative compared to the results of the recruitment process transformation. In contrast with the recruitment process transformation, there is no need to analyze employee feedback to find causes of dissatisfaction or negative perceptions, as there appear to be close to none.

The future of work

During the months May and June of 2017, ABI launched a new project called "People 4 Growth". The launch included several brainstorm sessions on how the company can prepare for the future of the workforce. The central idea of the brainstorm was to involve employees in the discussion and challenge them to ask questions, such as: *"What are the characteristics of an ideal employer?; How do you see the future of work?; Are job fairs still relevant to attract graduates?; What should ABI do to improve employee commitment and employer brand?"* The relevance for ABI here is tremendous, as Bersin et al. (2017) defined *"the organization of the future"* as the #1 global trend, identified by 88% of their survey respondents.

Research by Eisenberger, Fasolo and Davis-LaMastro, 1990; Markos, 2010; Marler et al., 2009, Lewin, 2014; Bersin, 2015; Hodges, 2016; Proctor and Doukakis, 2003; Eisenberger, Cummings, Armeli, & Lynch, 1997 has proven that increased focus on employee commitment benefits employee performance, retention, job involvement, work motivation and job satisfaction. This, in turn, leads to organizations that outperform their peers and beat their competition into attracting top talent (Mazor et al., 2015; Greenwood & Hinings, 1996) and bump into less resistance to change. (Hodges, 2016; Robbins & Judge, 2014; Kotter & Schlesinger, 2008)

Also, according to Glassdoor (2017), a platform where (former) employees can review their company, it seems that ABI scores relatively poor. This affects their employer brand, or the perceived attractiveness of ABI as employer through the eyes of employees. Successfully adapting to changes and to become an "*organization of the future*" is thus vital in addressing this issue. However, as this "People 4 Growth" project was merely in its launch phase, we cannot go further into detail on specific about the project, but this would definitely be a fruitful area for further research.

The HRBP shift

As Dwivedi, Sagar, & Sen (2016) reported, many organizations continue to struggle to understand how HRBP's should contribute to the business. Mazor et al. (2015) report that HR is at a crossroads, today's HR organization must be agile, business-integrated, data-driven, and deeply skilled in attracting, retaining, and developing talent. These business imperatives demand a new organizational model for HR itself and create an unprecedented opportunity for HR to play a preeminent role at the highest levels of business strategy.

Within ABI, the role of the HRBP was also subject to change. An internal document (appendix, e) shows the problem: there was a lack of clarity between the roles and responsibilities of the business partner and the center of excellence. Along with the implementation of the employee and manager self-service technology, the role from BP is shifting to SBP, in other words: the function is becoming more aligned with the business on a strategical level. This is consistent with the findings reported in section I by Marler et al. (2009), Fidelity (2005), Bowman et al. (2011) and Mazor et al. (2015).

Other

Many other projects regarding HR Transformation within ABI saw the light of day. For example, during the same period as all other projects above, the internal communication system within ABI has undergone major changes. Before this transformation, ABI used SharePoint and Newsweaver as tools to centralize its internal communications. A new platform, Cheers was launched, to transform how workers and organizations connect every day. (Socialchorus, 2017). The new communication tool is intuitive and easy to use, and visually feels like Instagram. Furthermore, deep analytics are integrated into the platform, which are by no doubt its biggest strengths.

Other initiatives include master data transformation, planning and performance management transformation, rewards transformation, mobility transformation, learning management system transformation and more. These projects are not discussed further as this goes beyond our scope.

This section has attempted to visualize the findings from our interviews and survey results. In the next and final section, we will discuss these main findings and address possible areas for future research.

VII. Discussion

The results displayed in the previous section reveal how ABI manages change, what the key areas to successful changes are, why changes were necessary, how employees perceive the transformations and how communication impacts these perceptions.

Our results indicate that implementing change in ABI is mainly managed 'top-down', consisting of the steps designing, planning and implementing. However, in an increasingly dynamic environment, we notice that the change management approach is becoming increasingly flexible and agile.

The employee self-service technology implementation was embraced more enthusiastically than the recruitment process transformation project, which is caused by a number of different reasons. For instance, the Click project was built from scratch and had designated change managers, while the latter already existed and was tweaked to the needs of the company and did not have a change manager. We must cautiously interpret the differences in successfulness, as these projects are extremely different in nature, scope, budget and size.

Even though the recruitment process transformation was successful, we attempted to distinguish key issues that may have contributed to negative perceptions regarding the transformation:
- speed and planning: employees did not have enough time due to overlapping deadlines
- communication and training: documents were not translated into local languages and training sessions were not interactive
- perceived benefits: these were rated lower than expected as employees have not had sufficient time to test the new tool. Because of this, many employees respond neutral or undecided to several questions.

By means of interviews and employee feedback, we have identified several key areas that lead to successful transformations which are consistent with prior research. These key areas are:
- identifying change agents to take ownership and drive the change
- communication as a vital aspect during change management
- doing more planning and analyzing beforehand
- prioritizing quality

Managerial implications

During change efforts, we suggest a strategy that includes a slower pace of change, more involvement of others and a better planning in order to attempt minimizing resistance. As previously stated, in a business world that continues to become more and more dynamic, the consequences of poor implementation choices will become increasingly severe. Strategic choices by management regarding the speed of transformations impact employee perceptions and '*skeptic*' and '*concerned*' feelings towards the change. (Kotter & Schlesinger, 2008)

The impact of communication was identified as a key success factor regarding change management. However, we believe the criticality of this role needs to be nuanced, especially for projects that revolve around (ESS) technology implementation. For projects like Click, we are almost certain that the quality of the system, its user-friendliness, its usefulness and its

technical readiness are more important. Because if the quality is not up to standard, having change agents or good communications will not have as big as an impact. Having a technical system that responds to the requirements of having less approval steps and integrated HR processes in an intuitive platform, will facilitate change management. People will automatically want to get on board and be enthusiastic. In this sense, good communications are only complementary, and will have a lower impact when the quality fails to satisfy.

Transformation projects that are different from (ESS) technology implementation, require an approach where we believe communication is indeed more vital. Organizational changes are increasingly necessary to maintain a competitive advantage and attract talent. For this reason, we believe that on the long term, a structured approach is required and needs to be embedded in the corporate culture.

An increased focus on the overall employee experience may contribute to increased employee commitment, which in turn has a positive impact on employee behavior and attitude towards change. The challenge for ABI lies in becoming an "*organization of the future*" and gaining employee support by supporting their employees. In this sense, we believe communication has a significant role to play. How could an organization grow towards a more people-oriented company, while meritocracy and ownership are so strongly embedded in its culture? We are convinced this matter provides a fruitful area for further research.

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Appendix

a) Internal survey: questions

Recruitment process transformation

Recruitment Process Transformation Feedback

*Vereist

Dear colleagues

We would like to receive your feedback on the recruitment process transformation, as well as on the communications and training you received.

Why

If we do not receive feedback, we cannot improve.
We value your feedback so we can continuously improve your experience and our communication strategy.
The survey is split in three blocks:
1. Short Profile
2. Recruitment process transformation
3. Communication & Training

Anonymous & less than 5 minutes!

2020
#people2020

1. **Short profile**: *this anonymous profile allows us to identify target groups where improvements or additional communications need to be done, if necessary.*
    1. Function (Finance, Supply, Sales, People, Commercial, Marketing,…)
    2. Age (18-25, 26-35, 36-45, 46-65)
    3. Location (Zone, West, East, North, South, GCC/BSC)

2. **Recruitment process transformation: features & statements**
    4. How do you rate the overall recruitment process transformation? (Strengths based methodology, Recruitment Process Outsourcing, Taleo, video interviews, etc.) *(rate from 0-10)*

    5. Please rate your overall experience with Taleo *(rate from 0-10)*

    6. Is it easier to get things done in Taleo than the way we did before?

	0	1	2	3	4	
no, it's only adding complexity	○	○	○	○	○	yes, it makes the process smoother, and more transparant

    7. Taleo is…

	0	1	2	3	4	
no added value	○	○	○	○	○	useful

	0	1	2	3	4	
slow	○	○	○	○	○	fast

8. The administrational workload has:

	0	1	2	3	4	
increased	○	○	○	○	○	decreased

9. Please rate the following statements:

	Strongly Disagree	Disagree	Neutral / Undecided	Agree	Strongly Agree
Taleo is easily accessible	○	○	○	○	○
I will use Taleo in my day-to-day job	○	○	○	○	○
I will recommend Taleo to colleagues	○	○	○	○	○
Taleo enables flexibility for ABI by providing access to relevant info to the People team and Line Manager(s)	○	○	○	○	○
The Taleo Mobile application is an advantage	○	○	○	○	○

10. Please rate the next statements:

	Not useful at all	Not really useful	Neutral / Undecided	Slightly useful	Very useful
The video screening process is...	○	○	○	○	○
Having direct access to the candidates' information is...	○	○	○	○	○
Being able to input comments, give scores and feedback on a specific candidate directly into the system is...	○	○	○	○	○
Having the strength-based recruitment methodology available in the system is...	○	○	○	○	○

These questions allow us to analyze how employees rate the transformation and its intended benefits

11. How do you generally feel about the changes?
Multiple choices possible: *"open"; "excited", "curious", "owning the change", "skeptic", "concerned", "resistant: the old way is better", "other:…"*
This question allows us to analyze employee feelings/attitudes towards the change and compare w/ the other project

Open questions:
12. What do you like the most about the recruitment process transformation?
13. What do you like the least about the recruitment process transformation?
14. If you have any improvement ideas, please specify what you would change.

These open questions allow us to receive open, honest and anonymous feedback from employees who are (most) affected by the change.

3. Communication & training

15.   Please rate the following statements

	Strongly disagree	Disagree	Neutral / Undecided	Agree	Strongly Agree
I fully understand why the changes are being made	○	○	○	○	○
I have received information and communication about the recruitment transformation (newsletters, access to training materials, etc.)	○	○	○	○	○
The provided information and communications were sent on time	○	○	○	○	○
I received frequent communications about the recruitment process transformation	○	○	○	○	○

These questions allow us to analyze the performance of the communications regarding the transformation. Where do we need to improve, where do we need to take extra measures to ensure everyone is on board?

	Strongly disagree	Disagree	Neutral / Undecided	Agree	Strongly Agree
The training sessions and training materials were useful and qualitative	○	○	○	○	○
The training materials are easily accessible	○	○	○	○	○

16.   Please rate the overall communication regarding the recruitment transformation (*rate from 0-10*)

17. Please rate the overall training regarding the recruitment transformation *(rate from 0-10)*

Open questions regarding training & communication:
18.   If there is anything you would recommend our team to keep doing: what would it be?
19.   If there is anything you would recommend our team to change: what would it be?

These questions allow us to evaluate the (perceived) performance of the communication and training (materials) during the transformation

END

Click Feedback

*Vereist

Dear colleagues

We would like to receive your feedback on Click,
as well as on the communications and training you received.

Why?

If we do not receive feedback, we cannot improve.
We value your feedback so we can continuously improve your experience and our communications.
The survey is split in three blocks:
1. Short Profile
2. Click
3. Communication

Anonymous & less than 5 minutes!

2020
#people2020

1. **Short profile**: *this anonymous profile allows us to identify target groups where improvements or additional communications need to be done, if necessary.*
    20.   Function (Finance, Supply, Sales, People, Commercial, Marketing,...)
    21.   Age (18-25, 26-35, 36-45, 46-65)
    22.   Location (Zone, West, East, North, South, GCC/BSC)

2. **ESS technology implementation (Click): features & statements**
   (e.g.: 0 = very complex, 1 = rather complex, 2 = in between, 3 = rather simple, 4 = very simple)

23.   Click is...

	0	1	2	3	4	
complex	○	○	○	○	○	simple

	0	1	2	3	4	
no added value	○	○	○	○	○	useful

	0	1	2	3	4	
inconvenient	○	○	○	○	○	easy-to-use / intuitive

	0	1	2	3	4	
visually boring	○	○	○	○	○	visually attractive

	0	1	2	3	4	
slow	○	○	○	○	○	fast

24.   Please rate the following statements:

	Strongly Disagree	Disagree	Neutral / Undecided	Agree	Strongly Agree
Click is simple to open on my desktop	○	○	○	○	○
Click is simple to install on the phone	○	○	○	○	○
Click has a broad range of functionalities	○	○	○	○	○
The access to other systems is effective	○	○	○	○	○
I will use Click in my day-to-day job	○	○	○	○	○
I will recommend Click to my colleagues/team	○	○	○	○	○

These questions allow us to analyze how employees rate the transformation and its intended benefits

25.   Which functionalities have you tried?
Multiple choices possible between: *"None", "All of the functionalities", "My Data", "My Team", "My Clients", "Links", "Target Tracking & Monitoring", "Other: ..."*

26.   How much would you use Click in its current state?

- ○ always, whenever I need it
- ○ on a daily basis
- ○ once a week
- ○ once a month
- ○ never, unless it's really necessary
- ○ Anders: _____

27.   How much would you use Click in its future state, with added functionalities such as Leave and Absence Management, Request for Personnel, Cheers Integration (internal comms), and many more?

- ○ more than before
- ○ as much as before
- ○ less than before

28.   How do you generally feel about the changes?
Multiple choices possible: *"open"; "excited", "curious", "owning the change", "skeptic", "concerned", "resistant: the old way is better", "other:..."*
This question allows us to analyze employee feelings/attitudes towards the change and compare w/ the other project

Open questions:
29.   What do you like the most about the recruitment process transformation?
30.   What do you like the least about the recruitment process transformation?
31.   If you have any improvement ideas, please specify what you would change.
These open questions allow us to receive open, honest and anonymous feedback from employees who are (most) affected by the change.

3. Communication & training:

32. Please rate the following statements:

	Strongly disagree	Disagree	Neutral / Undecided	Agree	Strongly Agree
I fully understand why the changes are being made	○	○	○	○	○
I received various communications about Click (posters, banners, email communications,...)	○	○	○	○	○

33. Please rate the Click video:

	0	1	2	3	4	5	
0 = I didn't see it	○	○	○	○	○	○	I loved it!

34. I received training in the following format:
Multiple choices possible between:

- ☐ Training session with People BP
- ☐ Open door session
- ☐ Training session with project team
- ☐ LMS-training

This question makes it possible to go deeper into analysis, for instance: are people who attended training sessions with project team in general more optimistic towards the technology?

35. Please rate the following statements:

	Strongly disagree	Disagree	I don't know	Agree	Strongly Agree
The training session and training materials are qualitative and relevant (content-wise)	○	○	○	○	○
The provided training materials were sent on time	○	○	○	○	○
The training materials are easily accessible	○	○	○	○	○

36.   Please select the statement that is applicable to you

○ English is not my native language, but I consulted the training materials in English anyway

○ English is not my native language, and I consulted the training materials in my local language

○ I am an English native speaker and I used the training materials in English

○ I did not consult the training materials

For Click, all training materials were translated into local language. This question allows us to analyze if this was really necessary, as translating these documents is a very time-consuming task, while most people speak English anyway.

37.   Please rate the overall communications and training (materials) regarding Click *(rate from 0-10)*

Open questions regarding communication & training:
**38.**   What would you recommend the Click team to keep doing?
**39.**   What would you recommend the Click team to change?

END

b) Recruitment process transformation: survey results

EAST (n=9) + WEST (n=13)

Location

Location

Function

Age

Age
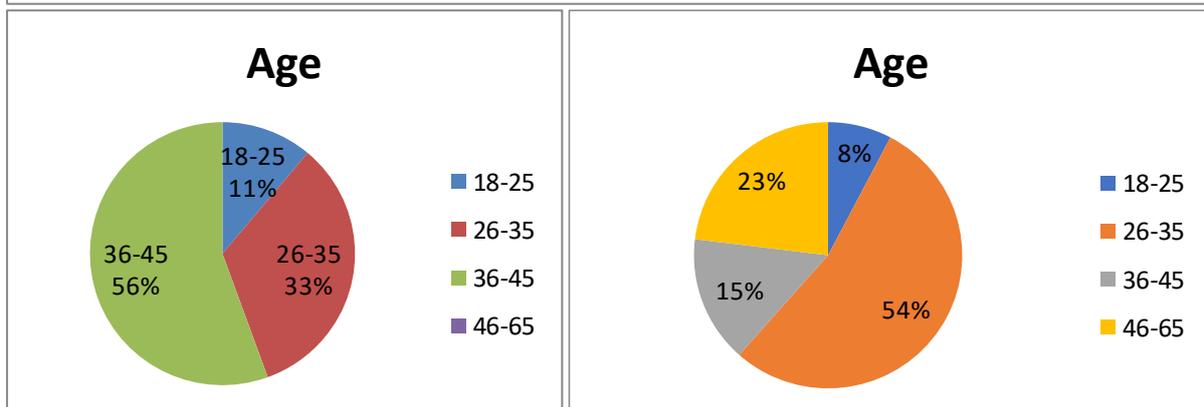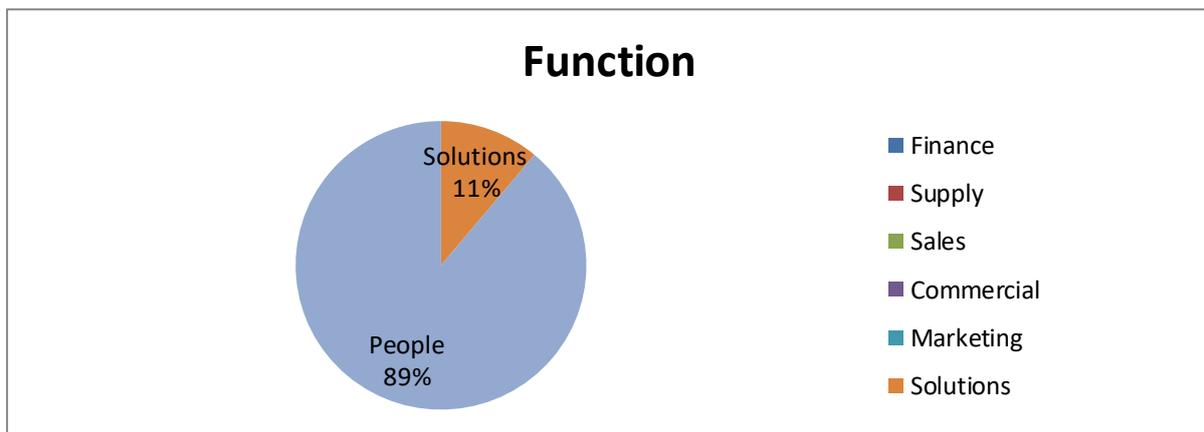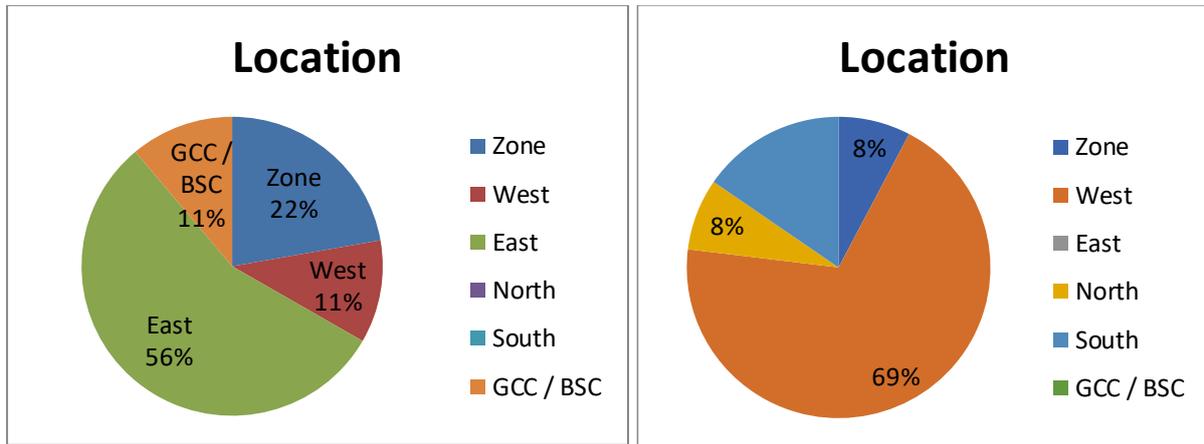
How do you generally feel about change
9 reacties
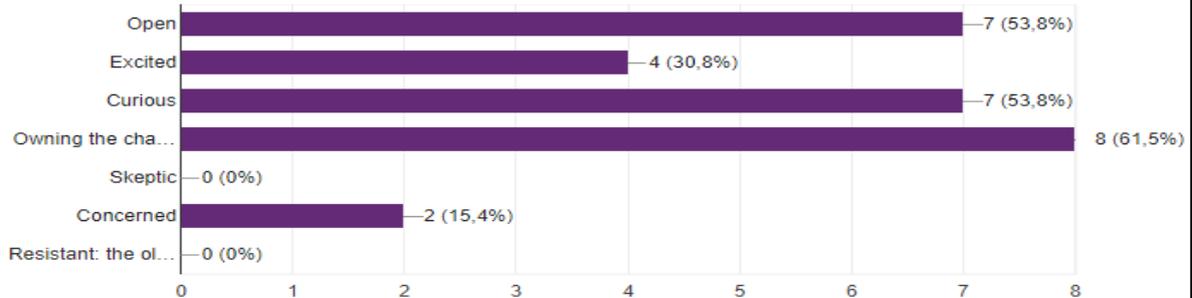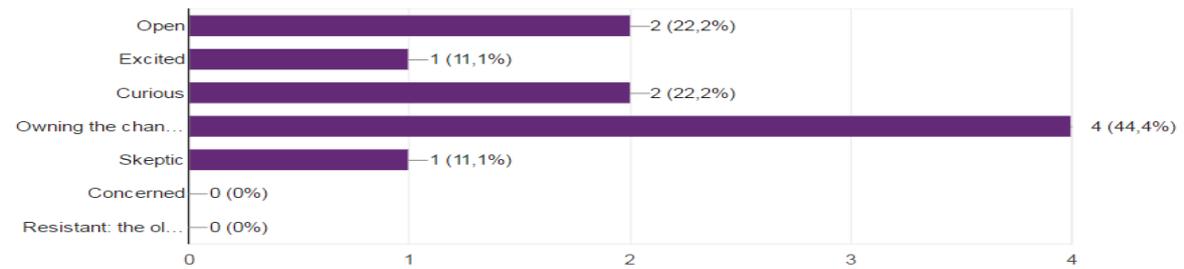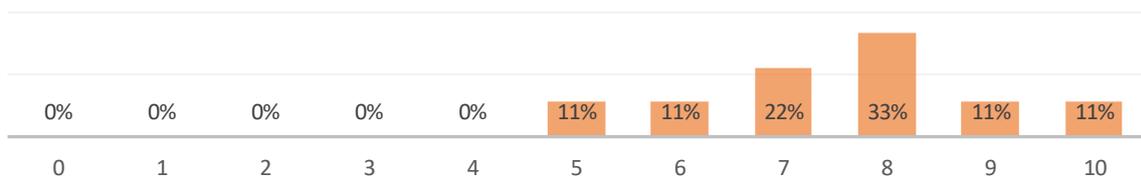
Open	2 (22,2%)
Excited	1 (11,1%)
Curious	2 (22,2%)
Owning the chan...	4 (44,4%)
Skeptic	1 (11,1%)
Concerned	0 (0%)
Resistant: the ol...	0 (0%)

Open	7 (53,8%)
Excited	4 (30,8%)
Curious	7 (53,8%)
Owning the cha...	8 (61,5%)
Skeptic	0 (0%)
Concerned	2 (15,4%)
Resistant: the ol...	0 (0%)

How do you rate the overall recruitment process transformation?

0	1	2	3	4	5	6	7	8	9	10
0%	0%	0%	0%	0%	11%	11%	22%	33%	11%	11%

Rate overall recruitment process transformation

0	1	2	3	4	5	6	7	8	9	10
0%	0%	0%	0%	0%	8%	15%	38%	31%	8%	0%

Rate overall experience w/ Taleo

0	1	2	3	4	5	6	7	8	9	10
0%	0%	0%	11%	11%	22%	22%	0%	33%	0%	0%

Rate overall experience with Taleo

0	1	2	3	4	5	6	7	8	9	10
15%	0%	0%	0%	0%	8%	23%	31%	15%	0%	8%
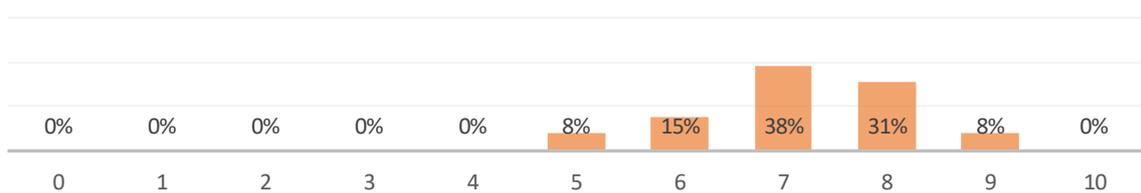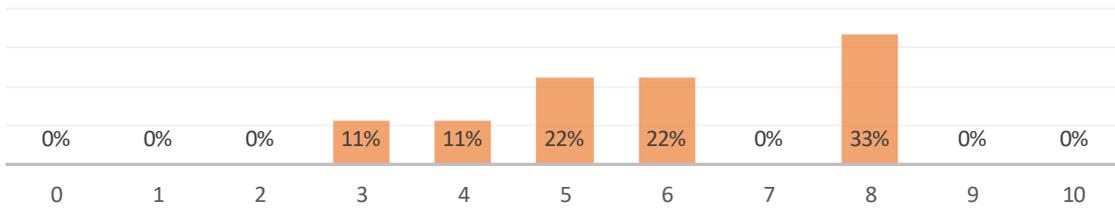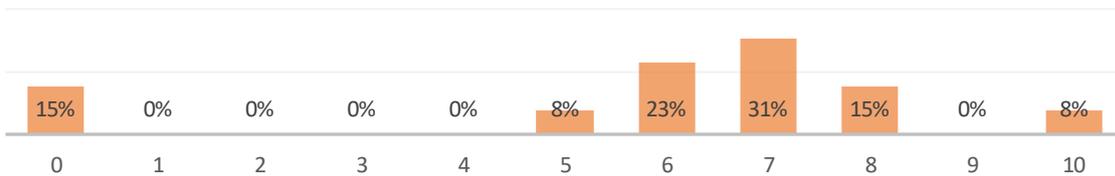
Rate overall communications regarding the recruitment transformation

0	1	2	3	4	5	6	7	8	9	10
0%	0%	0%	11%	22%	0%	22%	11%	33%	0%	0%

Overall rating communications

0	1	2	3	4	5	6	7	8	9	10
0%	0%	0%	0%	8%	0%	23%	23%	15%	23%	8%

Overall rating training

0	1	2	3	4	5	6	7	8	9	10
0%	0%	8%	8%	0%	8%	15%	38%	15%	8%	0%

54
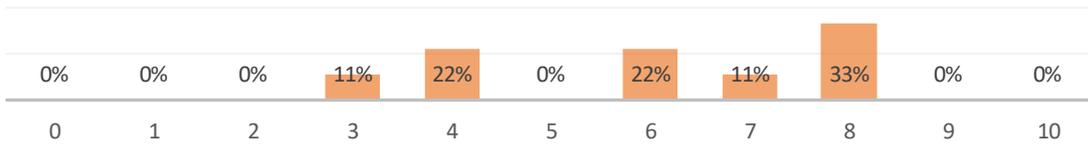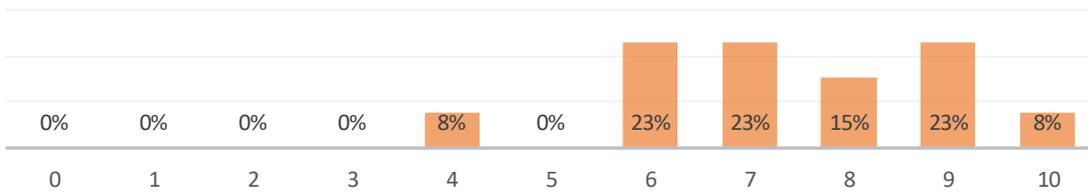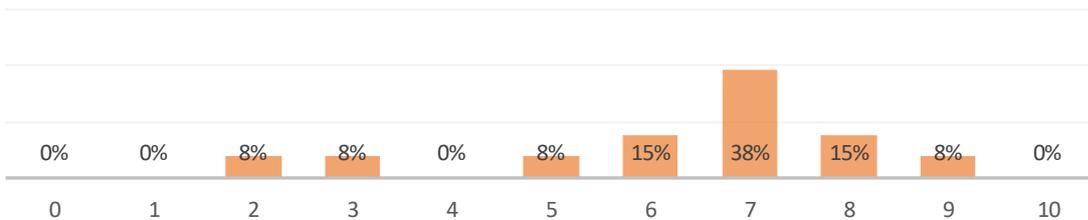
Taleo - Usefulness / Perceived added value

0 - no added value	1 - rather no added value	2 - in between	3 - rather useful	4 - very useful
0%	11%	22%	44%	22%

Taleo - perceived added value

0 - no added value	1 - rather no added value	2 - in between	3 - rather useful	4 - very useful
0%	0%	15%	46%	38%

Taleo - Speed

0 - very slow	1 - rather slow	2 - in between	3 - rather fast	4 - very fast
11%	22%	33%	11%	22%

Taleo - Speed

0 - very slow	1 - rather slow	2 - in between	3 - rather fast	4 - very fast
0%	0%	46%	38%	15%

Taleo is easily accessible

0 - Strongly…	1 - Disagree	2 - Neutral /…	3 - Agree	4 - Strongly Agree
0%	22%	33%	33%	11%

Taleo is easily accessible

0 - Strongly…	1 - Disagree	2 - Neutral /…	3 - Agree	4 - Strongly Agree
0%	8%	38%	38%	15%

The video screening proces is…

0 - Not useful at all	1 - Not really useful	2 - Neutral / Undecided	3 - Slightly useful	4 - Very useful
0%	11%	56%	33%	0%

The mobile app is an advantage

0%	8%	62%	23%	8%
0 - Strongly Disagree	1 - Disagree	2 - Neutral / Undecided	3 - Agree	4 - Strongly Agree

Taleo = workload decrease?

0%	23%	54%	15%	8%
0 - increased	1 - rather increased	2 - i don't know / neutral	3 - rather decreased	4 - decreased
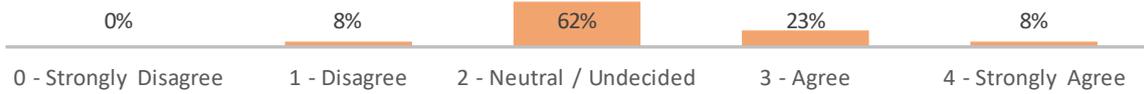
Being able to input comments, scores and feedback on a specific candidate directly into the system is…

0%	11%	11%	56%	22%
0 - Not useful at all	1 - Not really useful	2 - Neutral / Undecided	3 - Slightly useful	4 - Very useful

Having the strength-based recruitment methodology available in the system is…

0%	11%	22%	44%	22%
0 - Not useful at all	1 - Not really useful	2 - Neutral / Undecided	3 - Slightly useful	4 - Very useful

Having direct access to the candidate's information is…

0%	0%	22%	44%	33%
0 - Not useful at all	1 - Not really useful	2 - Neutral / Undecided	3 - Slightly useful	4 - Very useful

Is it easier to get things done in Taleo than the way we did before?

0 - no, it's only adding complexity	1 - rather adding complexity	2 - in between	3 - slightly more smoother & transparant	4 - yes, it makes the process smoother and more transparant
0%	22%	33%	33%	11%

Easier to get things done in Taleo than the way we did before

0 - no, it's only adding complexity	1 - rather adding complexity	2 - in between	3 - slightly more smoother & transparant	4 - yes, it makes the process smoother and more transparant
0%	8%	23%	54%	15%

I will use Taleo in my day-to-day job

0 - Strongly Disagree	1 - Disagree	2 - Neutral / Undecided	3 - Agree	4 - Strongly Agree
0%	11%	22%	56%	11%

I will use Taleo in my day-to-day job

0 - Strongly Disagree	1 - Disagree	2 - Neutral / Undecided	3 - Agree	4 - Strongly Agree
0%	15%	0%	38%	46%

I will recommend Taleo to colleagues

0 - Strongly Disagree	1 - Disagree	2 - Neutral / Undecided	3 - Agree	4 - Strongly Agree
0%	11%	33%	56%	0%

Will recommend Taleo to colleagues

0 - Strongly Disagree	1 - Disagree	2 - Neutral / Undecided	3 - Agree	4 - Strongly Agree
0%	0%	38%	31%	31%

Taleo enables more flexibility for ABI
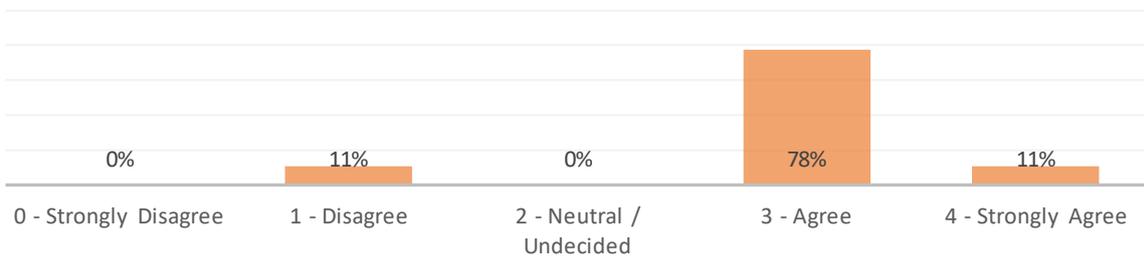
0 - Strongly Disagree	1 - Disagree	2 - Neutral / Undecided	3 - Agree	4 - Strongly Agree
0%	11%	0%	78%	11%

Taleo enables flexibility for ABI by providing access to relevant info to the People team and LM(s)

0 - Strongly Disagree	1 - Disagree	2 - Neutral / Undecided	3 - Agree	4 - Strongly Agree
0%	0%	23%	46%	31%

I fully understand why the changes are being made

0%	0%	0%	78%	22%
0 - Strongly Disagree	1 - Disagree	2 - Neutral / Undecided	3 - Agree	4 - Strongly Agree

I fully understand why changes are being made

0%	0%	8%	46%	46%
0 - Strongly Disagree	1 - Disagree	2 - Neutral / Undecided	3 - Agree	4 - Strongly Agree
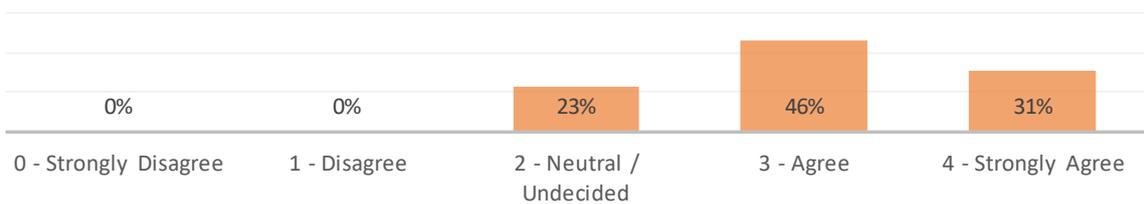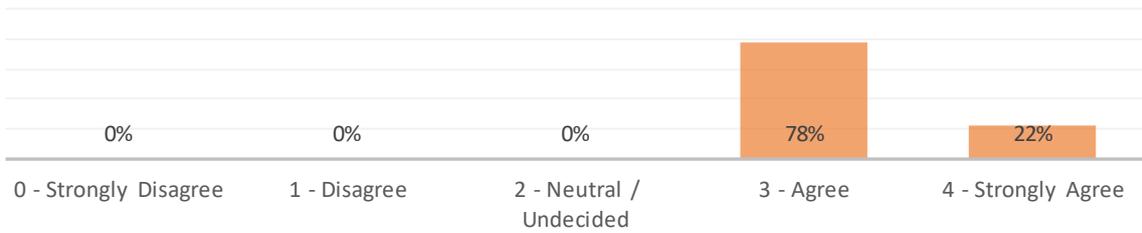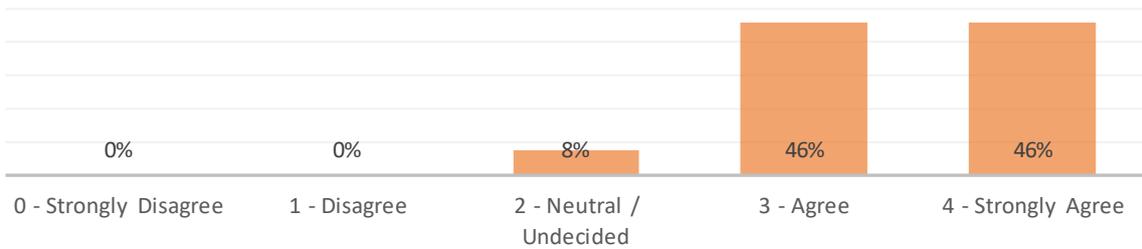
I have received various information and communication about the recruitment transformation (newsletters; access to training…

0%	11%	0%	78%	11%
0 - Strongly Disagree	1 - Disagree	2 - Neutral / Undecided	3 - Agree	4 - Strongly Agree

I have received various communications about the recruitment transformation

0%	0%	0%	46%	54%
0 - Strongly Disagree	1 - Disagree	2 - Neutral / Undecided	3 - Agree	4 - Strongly Agree

The provided information and communications were sent on time

11%	11%	11%	56%	11%
0 - Strongly Disagree	1 - Disagree	2 - Neutral / Undecided	3 - Agree	4 - Strongly Agree

The provided information and communications were sent on time

8%	8%	15%	38%	31%
0 - Strongly Disagree	1 - Disagree	2 - Neutral / Undecided	3 - Agree	4 - Strongly Agree

I received frequent communications about the recruitment process transformation

0%	11%	33%	44%	11%
0 - Strongly Disagree	1 - Disagree	2 - Neutral / Undecided	3 - Agree	4 - Strongly Agree

I received frequent communications about the recruitment process transformation

0%	8%	8%	54%	31%
0 - Strongly Disagree	1 - Disagree	2 - Neutral / Undecided	3 - Agree	4 - Strongly Agree

60

The training sessions and training materials were useful and qualitative

0%	33%	44%	22%	0%
0 - Strongly Disagree	1 - Disagree	2 - Neutral / Undecided	3 - Agree	4 - Strongly Agree
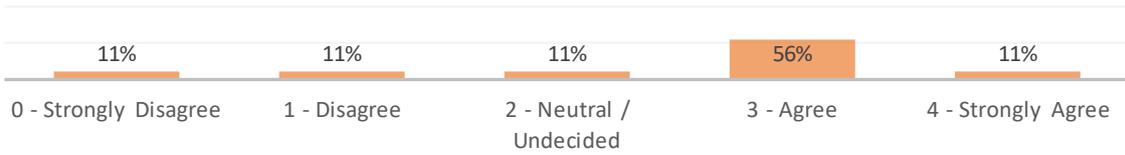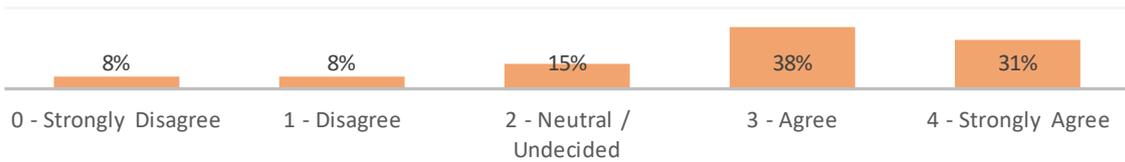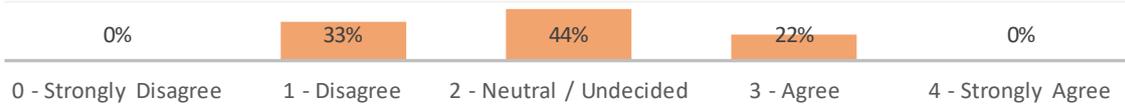
Training sessions & training materials are qualitative & useful
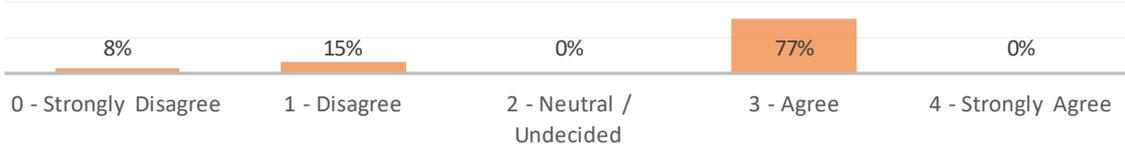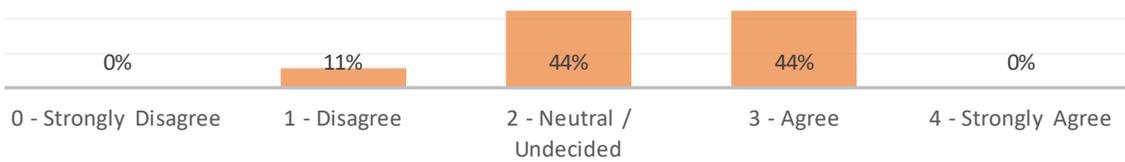
8%	15%	0%	77%	0%
0 - Strongly Disagree	1 - Disagree	2 - Neutral / Undecided	3 - Agree	4 - Strongly Agree

The training materials are easily accessible

0%	11%	44%	44%	0%
0 - Strongly Disagree	1 - Disagree	2 - Neutral / Undecided	3 - Agree	4 - Strongly Agree

The training materials are easily accessible

0%	0%	31%	46%	23%
0 - Strongly Disagree	1 - Disagree	2 - Neutral / Undecided	3 - Agree	4 - Strongly Agree

Open questions regarding the transformation:

What do you like the most about the recruitment process transformation?

- Good overview of applicants
- Since years we have complained that no tool is available to improve recruitment processes. Therefore I am personally convinced that this is the right step at the right time to implement TALEO. As for every change it will take its time to have all people on board.
- one tool for all steps
- New system makes sense
- That we get a new more efficient tool and way of working
- Having everything more centralised in one tool and taking away the paperwork (contracts; recruitment forms...)
- clear RACI
- The structured way of following up the full recruitment process
- clear tracking of recruitment status
- Employer brand. Better recruitment reporting
- automated processes / friendly webpage/ administrative workload reduction
- good follow up from the project team - always keeping us posted
- Direct access to info; better collaboration with HM/administrative workload reduction

- one standards for all; clear process understanding for LM and PMs; candidatas
- New platform for recruitment
- System implementation
- New tool; readiness of the company to do significant changes
- standartization of the european approach to recruitment & onboarding processes
- Systematization
- Transparency of the process

What do you like the least about the recruitment process transformation?

- A cumbersome handling
- The tight timeline of the project and not having the "specialists" from Wilson already on board; to test the most important part of the tool - the role of the Recruiter itself.
- Oracle support - not user-oriented enough
- The future image of Taleo is amazing. However; in the beginning it will not reduce workload; but only increase for the BP; as many things has to be done old way.
- The training sessions were not very constructive and I am not a Taleo expert after the training. It was too much in detail and not interactive
- I have not been able to go into Taleo myself (UAT for Click) but it seems to be a complex tool that will take some time to get familiar with.
- more distance to candidates
- Difficult to make a statement now. It will be more useful to wait until I have some experience with the tool in productive environment. No view on the admin workload.
- no hands on start to end of process
- Long process flow from start of recruitment till onboarding

- not user friendly system (taleo); not customized
- issues in Taleo
- The way how the implementation was organized was not efficient: 1. Before starting the UAT with key users the system should be tested by key users - this was not done; as a consequense the key users team faced the system being completely fluffy. 2. Multiple issues flagged by the key users already during the design was not taken into consideration by the project team; so then during the testing they was rased again and again. 3. The way of working was not efficient - mutiples excel files sent as a ping-pong between teams lead to confusions and information lost. 4. Speed of Oracle team (in terms of issue resolving) is too low; moreover lots of mistakes re-occurred in the system again and again. 5. Test scripts was not properly written -> was not possible to test without help of project team; commenting each step.
- in Russia we cant use video interview due to legal restrictation:(
- Training materials for Taleo system and new process are in English only
- it was necessary to estimate the workload decrease before the project was launched; not after it
- Automatization

- The beginning of the project promised more automation than happened
- unfortunately; the necessary time to do all testings; trainings; workshops; meetings; etc etc is really high + all the rest of the projects being launched at the same time
- Overlapping deadlines during implementation; sometimes misalignment

Improvement ideas:
- Less steps in each action
- The mobile version of taleo should be more userfriendly designed. I would not use it to apply myself for a role at ABI.
- Information cascading can be better. After the training I am not ready to use or cascade Taleo myself
- Have some additional trainings for (new) business partners with live demonstrations of the tool to help us be up to speed fast.
- not for the moment. During testing : scripts were not clear and specific enough.
- Recruiter responsible for drafting contract and salary proposal. Blue collars recruitment done by Wilson.
- IT support to travel in the countries to support during the implementation; better align on deadlines taking into account some teams are really small and sometimes it is difficult to complete testing+translation+training in few hours.

- translation
- They are already in the enhancement list
- Roll out video interview need to be upgrade for the Russia (local server; local provider and etc). We should adopt SBI methodology for the internal candidate.
- to abandon manual processes as much as possible (manual transfer SHARP ID from SHARP to Taleo by BSC agent; hiring transaction in SHARP OPS; ets)
- Timelines of launching
- I`d change interface; add the choice of language

# Open questions regarding the communication & training:
What would you recommend the team to keep doing
- You do a great job with this complex project! Well done!
- communication; newsletters; openness
- Availability of information / materials is good
- Keep communicating
- Communicating on the progress of the project and potential issues. Sharing experiences of the launch in East
- being readily available to support
- Great follow up.
- availability; energy and frequent communication
- many options to attend trainings; or to ask questions

- keep communicate with the key user team and support in solving issues they raise; as well provide all the necessary info about system and tricks how to use it properly
- Materials in local languages; more structure training
- Involve end users in the process

What would you recommend the team to change

- doing deadlines partly not at short notice
- The last days have shown that it is very helpful to be physical onsite for the User Acceptance Test. If then such appointments would be scheduled earlier; so that I can arrange my calendar; we could be much more efficient in the testing of the tool.
- communicate early; give people time to arrange their agendas upfront; to make space in their agendas for trainings etc.
- The communication in Elementool might be frustrating. When you recommend something or raise an issue; often answer from Oracle "It is not possible" and they close issue. Later on; according to the Project Team the change is possible.
- The training was not good because it was not interactive and only one way communication. It is better to make a training where people can practice for example. I need the guide because after the training I am not ready to start using Taleo myself.
- Creation of test-scripts : be more specific
- country visit training
- Involve stakeholders in topics such as Change management; training and communications.
- Trainings : not always relevant
- trainings should be done a bit in advance (how to use the tool) as we waste too much time with simple things because we dont know how to use the tool. I also think that the scripts were not good in the begining and misleading; but it was corrected

- listen more to users team and take into account all the thoughts; concerns and ideas and timelines; make different commitment together with the users team
- Listen to internal clients needs. Do not just say "we will not do this". Take into account business/legal/local/etc specifics; customize more; otherwise the final product will not meet the expectations and save any time/costs
- Launch a project in one country; fix issues; then based on this experience launch the project in other countries

c) ESS technology implementation 'Click': survey results

Location

Zone 17%
West 57%
South 13%
North 9%

- Zone
- West
- East
- North
- South
- GCC/BSC

Age

18-25 4%
46-65 4%
36-45 31%
26-35 61%

- 18-25
- 26-35
- 36-45
- 46-65

Function

Other 4%
Sales 22%
People 30%
Commercial 44%

- Finance
- Supply
- Sales

How do you generally feel about change?

23 reacties

Open	11 (47,8%)
Excited	13 (56,5%)
Curious	12 (52,2%)
Owning the cha...	6 (26,1%)
Skeptic	0 (0%)
Concerned	0 (0%)
Resistant: the ol...	0 (0%)

Rating: overall experience with Click

| 0	1	2	3	4	5	6	7	8	9	10
0%	0%	0%	0%	0%	0%	9%	13%	65%	9%	4%

Rating: overall communications and training materials

0	1	2	3	4	5	6	7	8	9	10
0%	0%	0%	0%	0%	0%	9%	26%	39%	22%	4%

Rating: Click video

0 = didn't see it	1/5	2/5	3/5	4/5	5/5
13%	0%	4%	35%	30%	17%

Features

Ease of use

| 0 - very inconvenient	1 - rather inconvenient	2 - in between	3 - rather easy to use/intuitive	4 - very easy to use/intuitive
0%	0%	4%	48%	48%

Simplicity

0 - very complex	1 - rather complex	2 - in between	3 - rather simple	4 - very simple
0%	0%	0%	48%	52%

Usefulness

0 - no added value	1 - rather no added value	2 - in between	3 - rather useful	4 - very useful
0%	0%	13%	52%	35%

Visuals

0 - very visually boring	1 - rather visually boring	2 - in between	3 - rather visually attractive	4 - very visually attractive
0%	4%	17%	57%	22%

Creativity / Innovation

0 - very uncreative/not innovative	1 - rather uncreative/not innovative	2 - in between	3 - rather creative/innovative	4 - very creative/innovative
0%	4%	17%	57%	22%

Speed

0 - very slow	1 - rather slow	2 - in between	3 - rather fast	4 - very fast
4%	0%	17%	61%	17%

Click is simple to open on desktop

0 - strongly disagree	1 - disagree	2 - neutral / undecided	3 - agree	4 - strongly agree
4%	0%	17%	43%	35%

Click is simple to install on phone

0 - strongly disagree	1 - disagree	2 - neutral / undecided	3 - agree	4 - strongly agree
0%	0%	13%	43%	43%

I will use Click in my day-to-day job

0 - strongly disagree	1 - disagree	2 - neutral / undecided	3 - agree	4 - strongly agree
0%	17%	22%	30%	30%

I will recommend Click to my colleagues/team

0 - strongly disagree	1 - disagree	2 - neutral / undecided	3 - agree	4 - strongly agree
0%	0%	13%	39%	48%

The access to other systems is effective

0 - strongly disagree	1 - disagree	2 - neutral / undecided	3 - agree	4 - strongly agree
0%	0%	22%	57%	22%

Click has a broad range of functionalities

0 - strongly disagree	1 - disagree	2 - neutral / undecided	3 - agree	4 - strongly agree
0%	4%	26%	61%	9%

How much would you use Click in its current state

- always; whenever I need it — 13%
- on a daily basis — 9%
- once a week — 30%
- once a month — 44%
- never; unless it's really necessary — 4%

How much would you use Click in its future state with added functionalities

- definitely more than before — 4%
- more than before — 78%
- as much as before — 18%
- less than before

Communication

I fully understand why the changes are being made

0 - strongly disagree	1 - disagree	2 - neutral / undecided	3 - agree	4 - strongly agree
0%	9%	0%	57%	35%

I received various communications about Click (posters; banners; email communications;…)

0 - strongly disagree	1 - disagree	2 - neutral / undecided	3 - agree	4 - strongly agree
4%	13%	30%	35%	17%

The training session and training materials are qualitative and relevant (content-wise)

0 - strongly disagree	1 - disagree	2 - neutral / undecided	3 - agree	4 - strongly agree
0%	0%	0%	87%	13%

Training materials are easily accessible

0 - strongly disagree	1 - disagree	2 - neutral / undecided	3 - agree	4 - strongly agree
0%	0%	22%	48%	30%

The provided training materials were sent on time

0 - strongly disagree	1 - disagree	2 - neutral / undecided	3 - agree	4 - strongly agree
0%	0%	9%	57%	35%

- 65% English is not my native language; but I consulted the training materials in English anyway
- 4% English is not my native language; and I consulted the training materials in my local language
- 18% I am an English native speaker and I used the training materials in English
- 13% I did not consult the training materials

Open questions regarding the transformation
What do you like the most about Click?

- the speed
- look and feel; simple and easy in use
- simple to use; good visuals
- User friendly and very practical
- easy master data changes
- Easy access
- Easier target monitoring
- target monitoring made simple and easy
- ease of use
- Simple to use; easy to read
- Easy to use and time saving
- The fact that it's easy to use and combines a lot of functionalities that were done manually uptil now.
- Quick; full info
- 1 point of contact
- Vacation Management of Team

- I can make a follow up of my Targets with my boss
- Mobile
- All in one formula
- That you don't need to remember a password :) and that you don't need to go to 4 different website that contain the same and different information. Only one thing that you need to update; that give a peaceful feeling
- One side to access all relevant tools. Easier way of tracking the targets. The to be functionality regarding leave & absence management (really huge improvement compared to Glass). Availability on mobile device.
- holiday planning + being able to have all HR info in one spot; easy to consult
- Simple
- lot of links in one place

What do you like the least about Click?
- the design
- diffent views depending on country
- Bland layout
- the home screen; it looks like something is missing
- Individual target check
- Not all functions are working yet; for example target setting
- Some features could still be visualy more appealing still (team view; login page)
- some errors still on interface SAP - but know it will be solved.
- slow
- Unable to log on desktop
- Unable to draft report to compare people (%comparatio)
- not all information is yet there. Still some masterdata issues; not everyhting is updated
- Currently of course not fully functioning yet. Teething problems need to be erased still.
- too slow Internet in Omsk

If you have any improvement ideas; please specify what you would change
- need more functionalities
- Translation of some items; f.e target monitoring is also in NL target monitoring > don't translate
- I would add more information about our products; with a weekly rotation; giving the focus on what's trendy in the market and/or what we are focusing/launching in Zone Europe
- Does the James tool we have in the Netherlands going to be integrated?
- Viewing of salary related information for myself
- Add salary info. This is very relevant and a big gap
- Add the link of James to Click
- I was not able to find the App for my phone (Samsung)... maybe check if it is accessible for all types of smartphones
- Keep everything up to date; change look and feel once and awhile to keep it attractive to people
- Be able to compare teams/people with comparatio
- Get all masterdata - people there!
- include further links (e.g. xpense Tool) to really only have one access point for all admin related tools.
- * Targets - attachments with details on milestones are not visible
  The requested changes are done; but afterwards not indicated what change was requested (not in click and not in Glass; only mentioned that change was done)"
- Really put in all functionalities that are in Sharp / Navigate / .. etc; so everything in one place.
- "1) improve speed of Internet in Omsk brewery and install wi-fi
  2) add more links: Kenexa; Credit 360; Infinity; Cheers
  3) in future with more functionalitites we need to foresee that all bluecollars have their own logins otherwise they cannot enter Click "

## Open questions regarding the communication
What would you recommend the Click team keeps doing?

- i would keep the course and the designs
- keep up the good work and add so much as possible to Click!
- bring enthusiasm and simple solutions
- Keep on putting the right positive energie
- Track & Monitor usage
- Improving the tool; adding new features
- proactive comms
- Keep it simple and adjust the communication / training to the different service groups
- Keep us informed on time and engaged!
- Find new things to add to the tool - expand
- Video Tutorials
- Regular Updates
- updating on getting as many tools on there as possible
- think about further simplification and integration of admin systems
- Keep on going like this!
- Build the tool and app further
- please see my comments before

What would you recommend the Click team to change?

- the frequency
- good translation in other languages
- Schedule kick offs 2/3 days in advance
- Improve the lay-out of the tool to make it more visually entertaining - for example missing the current wall on the yourope portal.
- as mentioned; make sure there are new features to trigger people all the time about new functionalities!
- Clear timeline on functionalities
- Be clear on support function in training documentation as unable to resolve desktop issue.
- easier issue handling process in testing phase than via ticketing tool
- Make sure it has everything before full go live; otherwise it will not be picked up by people.

d) Recruitment process transformation: internal document

e) Overview of why changes are being made: internal document

f) Interviews w/ project team

Maikel - IT lead - Europe

Biggest challenge: identifying the key stakeholders & decision making and keep them aligned at all times, especially in big projects like this w/ different zones involved. Furthermore, when there are issues, or plans need to be revised it is important to know who are the decisionmakers, keep them informed at all times.

Determining factor in successfully implementing change:
Cut LT objectives in pieces, focus on quick wins & incremental value delivering. Because there are lots of processes, especially in terms of change and getting everyone on-board, it's essential to split objectives on short term.

Does company size, different vendors, different time zones, play an impacting role in implementing change?
Definitely, I believe that to determine all the different key stakeholders is the biggest challenge, relating back to the first question..
  ⇨ What we do good, is that we aim at standardization, trying to unify all processes into one platform and scaling this up to a global level, creating an all-in-one tool with integrated systems.

Would you do anything differently? Take a bit more time on planning & analyzing beforehand, we hardly took any time to make a realistic plan. Plans are being revised and changed all the time.

Internal toolkit: we have a methodology for solutions, but we do not use it. It requires more discipline to respect the methodology, because it has a lot of constraints. When respecting the methodology, you can only go to the next step, when everything in the previous step was completed. In this project, there are so many stakeholders and the project is so big, it is basically impossible to follow the methodology.

Douwke – Business Project Manager - Europe

What are the biggest challenges in leading/implementing change?
- Grootste challenge is met het ganse concept van Click vooral voor de PBP en alle eindgebruikers een systeem hebben dat heel user-friendly is. Vandaag: heel veel admin task invullen documenten en vragen beantwoorden van linemanagers, grootste challenge om het systeem te ontwikkelen dat hieraan beantwoord. Change management zou dan een stuk vanzelf moeten gaan, het technisch systeem & het proces dat er achter zit: minder approval steps, als dit allemaal in orde is, zal de implementatie van het platform vanzelf warm ontvangen worden. Extra druk op standaardisatie, alles in één, alles komt samen

Are there any limitations to this? What are according to you the biggest factor that have an impact in the way that you can implement the project? (company size, the right people, budget, time…)
- Budget is sowieso een beperking, heel hoge challenges met een beperkt budget, aan de andere kant zoek je wel naar andere oplossingen door deze challenges. Template voor Europa & NAZ: Noord-Amerika & Global betalen template, dus België betaalt er niet voor, wat mooi is dat we een enorm sterke samenwerking zien tussen verschillende zones.
- Beperkte bezetting en iedereen zit volop in andere transformatieprojecten, Taleo, OPR, Rewards,… alles komt samen voor de PBP dus de tijdsdruk (typisch InBev). Er wordt nu geld vrijgemaakt voor een platform te bouwen, vroegen werd dit nooit gedaan omdat people maar een support functie was, alles ging naar Marketing & Sales. Ervaring: als je het nu niet doet, dan ga je het volgend jaar niet meer doen, nu is het moment. Bijvoorbeeld: Global is aan't kijken om mexico & china bij Click,

What is according to you the determining factor(s) in successfully implementing these transformation projects?
- Heel bepalend: mensen die testen, user interface, niet te vroeg releasen: kwalitatief, change management: belangrijk aspect! Op een juiste manier communiceren naar alle stakeholders, banners, video, emails, teaseres… ook via Global sterke ondersteuning op dit vlak, sterke wisselwerking!
In Europese, Mich hecht hier ook veel belang aan, governance: sponsor meetings waar we alles tonen aan de sponser, ze kunnen feedback geven en we houden er rekening mee.

Are there any strategic models, specific procedures, toolkits or methodologies that you use?
- Methodologie & richtlijnen, projectmatig, bepalen van requirements & ontwikkelingen: agile manier van werken. Vroeger: alles op papier, provider ontwikkelt, twee maand later resultaat: neen. Basisrequirements om prijszetting te doen, daarna providers elk week samenzetten om bepaalde issues op voorhand er uit te halen of beter uit te leggen.
- Europa is fel tegen strikte naleving van methodologie, wekelijkse meetings = heel tijdrovend

If there is anything you would change, or have done differently in the past, what would it be?

- Het is een stijle learning curve, wat heel belangrijk is: de roles en responsibilities tussen business en solutions team. Resource plan gemaakt omdat we nu extra resources hebben vrijgemaakt. Hadden dit mss wel vroeger moeten doen, maar het komt op je af dus je moet het doen met de middelen die je hebt.
- Readiness criteria: gaandeweg aanpassen
- Samenwerking met solutions : grootste challenge (verschillende ontwikkelaars voor verschillende functionaliteiten binnen hetzelfde platform)
- Nog meer onze planning maken: nog te veel reactief - last minute vandaag, meer op voorhand plannen.

Michele – European Process Owner

What are the biggest challenges in leading/implementing change?
- Hoh, heel veel challenges,
- Eerder: hoe manage je de challenges, want er zijn er veel: wat belangrijk is, en wat we niet goed doen: afspreken van scope, budget en timing: zelden worden die gerespecteerd. Ervaring heeft me geleerd: als scope, budget en timing in problemen komt: scope w opgeofferd en dat is gelinkt aan budgetten en harde deadlines, als je die opoffering maakt, heb je vaak een product dat niet goed is voor een heel lange tijd. Jaren met een slecht product, .. terwijl als je je scope prioritair stelt, zal dit wel een impact hebben op financieel plaatje en timing, maar op het einde zal het totaalplaatje kloppen, iedereen zal de uitstel vergeten, je zal erkenning krijgen, scope blijft belangrijk. Voordeel van Click: Click is makkelijk, vanaf het begin gezegd: nee nee nee, we releasen niet als kwaliteit er niet is, delay : 6 maand delay wordt aanvaard als het platform OK, kwalitatief is. Heel sterk in je schoenen staan om budget en timing uit te stellen, veel mensen verliezen hun bonus als ze timing niet halen, uitdaging: scope niet minimaliseren, niet underdeliveren ivm wat je beloofd hebt,

- 2: mensen meekrijgen in change, bij ABI niet zo moeilijk, targets : mensen gaan, target-driven company, variabele compensatie is daaraan gelinkt, mensen die change resistant zijn: horen hier in principe niet thuis, omwille v de cultuur & targets, ik doe dit persoonlijk heel graag om change te drijven, we hebben ook een sterk team die dit doet, change linken aan financiële verloning, mensen die zelf change open en change kunnen drijven. Zelf heel sterk staan in je schoenen, bv. Budapest 150 mensen, deel van ontslaan,
- 3: change blijven opvolgen, want dikwijls wordt change gedreven in projectmodus, golive, hypercare, dan is project team weg, maar dan is de change nog niet geïmplementeerd, enkel voorbereid, project team langer aanhouden, niet zozeer een support model zoals ticketjes loggen, maar vanuit proces model,

- Ander voorbeeld: toen we Budapest gesloten hebben, redeployment naar Praag v 50-tal mensen, mooie financiële vergoeding, maar na 1j veel mensen toch vertrokken, doordat het project niet werd opgevolgd, change moet opgevolgd worden, juiste mensen, juiste cultuur,
- Communicatie: formeel of methodologisch, maar ook informeel & als leaders, niet enkel wat de change manager communiceert, bij mij komen dingen vaak die niet goed draaien: hoe ga je er mee om? Ga je het minimaliseren, out of proportion blazen, ... Ander aspect: communicatie: formeel aspect, maandelijkse call met VP, newsletter, methodologisch aspect is heel cruciaal, en daarna een team van mensen die het informeel aspect aankunnen, one on one, als het niet gaat, er kunnen staan om een drama uit te leggen, sterk in hun schoenen staan, problem solvers.
- Formele communicatie = , newsletters, training, regular calls

Communicatie & stakeholder management, loopt door elkaar

Anastasiya – Change Manager – Europe

What are, according to you, limitations to successfully implementing change? What are the main ones? (Budget, Time, having the right people?)

- Lack of having real "change owners" from the business side, someone who is owning the change...Not necessarily from a high hierarchy.

What is/are, according to you, the determining factor(s) in successfully implementing these transformation projects?

- 1 st of all, next to having clear and timely communications, the technical readiness of the system and having a support model in place for resolving issues is the most important factor, without the technical readiness of the system and support model, people will not want to participate in the change.
Secondly, it's important to clearly communicate WHY the change is happening. Creating a sense of urgency, why the change is necessary.
Next, we need people, not just from People department, but from business as well, who are acting as owners of the change.

Do you use strategic models, handbooks, specific procedures or internal tool-kits when implementing changes?

- We use internal toolkits as an overview/framework. Next to this, we received internal training from Black Belts (experts in project management in terms of methodology)

Fernanda – Change Manager – Global

What are, according to you, the biggest challenges in leading/implementing change - equally: what are the determining factor(s) in successfully implementing transformation projects?

- For me they key is communication. Both inside the project team to correctly understand the requirements and set expectations, as to the impacted users, do they know what is changing, why is changing and how it impacts them

If there is anything you could change, or have done differently, in the way that a transformation project was planned/implemented/communicated, what would it be?

- For me, it would be simpler to build a global solution, following the global defined processes and then do fit gap to roll out for each country. Defining the processes with different zones together took a lot of time we did not have.

Hannah– Business Project Manager – North-America

What are, according to you, the biggest challenges in leading/implementing change - equally: what are the determining factor(s) in successfully implementing transformation projects?

- Gaining buy-in from people who have natural aversion to change and being able to connect the dots for them to see the forest through the trees. Consistent involvement, messaging, and support from leadership is an absolute must.

If there is anything you could change, or have done differently, in the way that a transformation project was planned/implemented/communicated, what would it be?

- In hindsight, I would have designated a change agent at each field location to push the agenda and help demystify the transformation for folks who are not centrally located.

Ester – People Transformation Support Analist – Europe

What are, according to you, the biggest challenges in leading/implementing change - equally: what are the determining factor(s) in successfully implementing transformation projects?

- Biggest challenge: acceptance of the users. How to cope: involve user from the start and include them in the developments, they in turn can be ambassadors for the change towards the rest of the company. Clear and frequent communication is of course also a must.

If there is anything you could change, or have done differently, in the way that a transformation project was planned/implemented/communicated, what would it be?

- Towards stakeholders: be clear on expected workload and communicate proactively