

Finance Transformation: “Mood Boards” Help Turn Weaknesses into Strengths



Change management as part of a transformation initiative is one of the big headaches for practitioners and one for which there is no silver bullet. Maite Gracia Palmer, Chief Executive Officer & Finance Shared Services Director of Coca Cola Bottler Business Services (CCBBS), has a tip, however: channel the friction and resistance you encounter, and turn it from a weakness into a strength.

CCBBS, based in the Philippines, provides finance, data management and security, and supply chain value engineering services to The Coca Cola Company's bottlers globally. Before shifting into a Shared Services model, CCBBS had a talented and experienced pool of finance personnel whose culture was closely focused on sales. Whilst this supported the objectives of the previous business model, it was not a good fit to consolidate into a Shared Services Center.

A shift in mindset was required

The big question was: How do you effectively introduce cultural change among your existing personnel? CCBBS prepared the way by first investing in a skills and competency building programme, and then introducing change gradually. The “kicker” here was that CCBBS did not just focus on delivering

the new skills needed to manage new business processes, but also – and crucially – on introducing actual behavioural change.

Special thought was given to encouraging this behavioural change through a recognition programme for early adopters. Another interesting technique was that HR regularly conducted a survey of employees and asked them to complete mood board, so that their managers were aware of their feelings at any given time, and could intervene before real frustrations materialized. This also helped ensure that the pace of change didn't develop faster than employees could bear.

By paying special attention the big challenges facing transformation, and resistance to change, CCBBS benefited from a low attrition rate (9%) and remarkably high employee satisfaction rates (84%). Consequently, many of the talented and experienced staff that had originally made CCBBS a success, were retained after the shift to a shared services model and move to a new facility in Taguig City. This allowed the company to continue to leverage employee experience, further improve on the shared services model, and turn weaknesses into a strength.

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