

**AIRBUS CORPORATE BENCHMARKING
CULTURE CHANGE AND TRANSFORMATION**



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AIRBUS CORPORATE BENCHMARKING CULTURE CHANGE AND TRANSFORMATION

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M.M. (GENERAL MANAGEMENT)

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ABSTRACT

This consulting internship paper aimed to study on Airbus Corporate Benchmarking as they need to changing their organization culture to be more friendly with digitalization so they have to find other company that had experienced with this issue to learn and exchange the idea and knowledge with those companies about their transformation. By adopted the framework of Culture Transformation.

In this changing society where digitalization influence in every sector the business so they have to catching up the trend. Anyway, to changing the corporate culture is not easy to do and it takes time, so finding the best practice from the other and sharing with them is may the better path rather than keep trying everything on our own. There're many books, many theories and many case studies to learn but in this research will focusing on Kotter's eight steps change model.

For Airbus Corporate Benchmarking to choosing the best practice for changing corporate culture they have process using Agile methodology to do that will guide them as a milestone in one project to reach their goal and by Kotter's eight steps change model can fulfil and concrete their path to have healthy corporate culture within digitalization era.

KEY WORDS: Corporate culture/ Transformation/ Digitalization/ Best practice/ Agile methodology

40 pages

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CHAPTER I

INTRODUCTION

1.1 Background

Airbus was founded in the mid-1970s through a collaboration between Sud Aviation (France), Arge Airbus (Germany), and Hawker Siddeley Aviation in the UK to develop a high capacity, short-haul airliner. Approximately 50,000 employees currently work directly on Airbus aircraft in France, Germany, the UK, Spain, and China, although many others throughout the world are involved in other aspects such as sales, training, and engineering. As well as commercial aircraft, Airbus also has helicopter and defence and space divisions, with over 1,500 suppliers and collaborations with a number of companies in various countries.

The Corporate Benchmarking Team at Airbus supports group challenges and transformation by capturing the best practices, as well as delivering recommendations and performance levers. Their core activities are based on two main pillars: benchmarking studies and top management exchange. Benchmarking studies are managed as a project, in an agile mode, with onboard C-level executives as sponsors of each project. The Benchmarking Team consolidate portfolios to address group priorities. A portfolio contains six key clusters: people, digital and technology, customer excellence, operations, finance, and project and programme management. The Corporate Benchmarking Team is involved with multiple entities within Airbus.

Accordingly, the team needs the best practice for cultural change and transformation. The aim of this research is to gather information from relevant companies and identify why they are interested in further research for submission to the Airbus Corporate Benchmarking Team to visit the selected company, exchange ideas and prepare a visit report, leading to recommendations for Airbus to improve their performance.

1.2 Problem Statement

In an era of change and technology disruption, Airbus faces the challenge of digital transformation, forcing the company to think about its organisational culture and the need to be more digital-friendly. Airbus has assigned this task to the Corporate Benchmarking Team to gather information from other companies faced with massive digital transformation and the approaches used to manage change, by identifying key challenges, lessons learnt, and best practices on the topic and following up these relationships further to share experiences.

According to the research by McKinsey, culture is the most important barrier for the change to digital effectiveness in an organisation. Even though cultural change is very important to transformation and difficult and time-consuming to achieve, it cannot be avoided, and the organisation must defeat this challenge.

Therefore, to overcome this challenge and become a more digitalised organisation, Airbus is aware that certain cultures or working processes must be changed, such as too much paperwork. The Corporate Benchmarking Team will identify best practices and provide recommendations and lessons learnt to the management team for improvement of the company.

1.3 Research Objectives

There are two objectives to this study to identify the best practices for each and provide recommendations to the Airbus Corporate Benchmarking Team to facilitate cultural change and digital transformation.

1. To identify the most appropriate cultural change methods
2. To achieve company (digital) transformation and cultural change through best practices and lessons learnt

1.4 Research Scope

This consulting internship project is part of a master's degree in International Management, supported by the Toulouse School of Management in cooperation with Airbus. The study took place in Toulouse, France which is the location of Airbus Headquarters as well as Airbus Corporate Benchmarking Team. The project also includes a case study and lessons learnt from four companies: Jaguar, Pfizer, Veolia, and FUSO since they have been facing issues of cultural change and digital transformation. Such change will lead to a more competitive mindset and intrapreneurship within the organisation.



CHAPTER II

LITERATURE REVIEW

Airbus Corporate Benchmarking is responsible for providing recommendations, best practice, and lessons learnt from companies faced with the massive digital transformation of their businesses and how they address the issue of change management. Three main factors became apparent during the process of this research. Organisational culture provides a picture of the frame and shape of the business from past to present. Digital transformation is the main focus of interest, and the aim of the organisation is to commit to this issue to enhance its competitive advantage. Cultural change management is the process of transition from the existing organisational culture to digital transformation. Therefore, this chapter is divided into three sections.

- 2.1 Organisational culture
- 2.2 Digital transformation
- 2.3 Cultural change management

2.1 Organisational Culture

Every business entity has particular characteristics business entity. Therefore, changing the organisational culture requires a clear understanding of what it is, how it functions, and how to make it sufficiently healthy to achieve long-term sustainable development.

Organisational culture relates to how employee standards, shared values, and beliefs affect their perception of the workplace, and how they react to the accepted and agreed practices of other members of the organisation (Schein, 2004). Organisational culture also relates to the perceptions absorbed by members as DNA. It cannot be physically touched or seen but involves the way they work and think. It is

something every member in the organisation shares with each other in the same way (Robbins and Coulter, 2011).

Organisational culture has four functions: 1. To create a sense of citizenship by being members of the organisation; 2. To increase their commitment to the organisation, whereby members are willing to do something wholeheartedly for it; 3. To reinforce the hiring and promotion of staff who will match and embrace the organisational culture and values; 4. To monitor, control, and shape the behavior of members to help them become compatible with the organisational culture (Nelson and Quick, 2011). As time goes by, the culture becomes more stable and is absorbed by members of the organisation, passing from generation to generation. Consequently, certain culture will be very hard to change in a short period of time unless an unexpected issue occurs which has a significant, mostly negative effect on the organisation and its members. Six aspects of a sustainable organisational culture emerge:

1. Establish core values for the long-term benefit of the organisation, such as concern for the use of resources, its effect on society, and making room for innovation.
2. Leaders of the organisation should act as role models for appropriate behavior and proper practice in accordance with these core values.
3. Allowing managers to grow and be promoted from within, to demonstrate a career path for members to allow smooth passage of the organisational culture. If the organisation is hiring a manager from the outside they have to learn about organisational culture which takes time and may not match their personality.
4. Provide communication channels to share and spread core values and culture among members.
5. Core values should be the priority criterion for recruiting new members to the organisation.
6. In a time of crisis, the organisation should not layoff members, but preserve its core values, and carry on to enable employees to gain a learning curve and immunity for the future. This will enable the organisation to secure its core values (Ketprapakorn and Kantabutra, 2019).

Organisational culture can improve business performance, employee satisfaction, and problem-solving skills. In any event, if organisational culture contrasts with changing business trends or is unsuitable for the circumstances according to the expectations of interested parties both inside and outside the organisation, a downturn may result.

Businesses are driven by organisational culture, affecting every dimension through its functions. A proper organisational culture can benefit the business but if trends change and the existing organisational culture does not match with them, it has to adapt accordingly. Nowadays, digital transformation has a significant role in the business world. Consequently, to maintain and improve competitive advantage, every business should recognise digital transformation as an important issue and the organisational culture must be suitable for such change.

2.2 Digital Transformation

Digital transformation plays an essential role in the business world and can benefit organisations in many ways. Airbus is interested in becoming a more digitalised organisation, so the further study of digital transformation is important.

The integration of digital technology into the business changes the way it operates, delivers, monitors, and controls, even in the support sector. When a company adopts the digital transformation concept, it is unavoidable that certain aspects of its organisational culture must change to cope with the process. Members of the organisation need to realise that change will not only affect its culture or internal operations but the arena and environment of the business. Accordingly, the organisation should be ready for the challenge to its status quo, eager for innovation, comfortable with failure, and look at any failure as a lesson learnt rather than a negative impact on the organisation.

The concept of digitalisation has been implicit since the 1990s (Auriga, 2016), when most daily activities such as education, banking, advertising, etc. began to be conducted through digital channels, although primarily, consumers continued to pay for products and services with cash in the store. The rise in social media platforms and smart devices has since led consumers to dramatically change the way they

communicate with the business sector and increasing their expectations. Businesses have had to improve their efficiency and multi-channel availability to meet demand. With the use of digital technology, the business sector started to see an opportunity to communicate with individual consumers in real time. People tended to become more digitalised, involving themselves in the digital world. The introduction of PayPal, App Store, and digital banking also provided the opportunity for more online transactions. The business sector now puts more effort into focusing on smart devices, providing added value for consumers through the collection of personalised data through mobile technologies on a massive scale. The business sector uses this personalised information to improve customer interaction in response to their particular requirements (Schallmo, Williams, and Boardman, 2017).

In the future, digital transformation will become more and more important and businesses will continue to adopt digital technology to enhance their competency and competitive advantage. From the consumer perspective, the use of digital technology will become the new normal in society, in accordance with social behavior, even though there is still the question of privacy and cybersecurity. In the near future, digital transformation will dominate corporate strategy and the issue will become the first priority in driving businesses forward and those ready to change their organisational culture concerning innovation are sure to gain a competitive advantage.

Even though digital transformation has influenced businesses for decades, it is unavoidable for businesses to adopt digital transformation into their culture to at least remain competitive but as mentioned previously, organisational culture is the most difficult thing to change. In any event, it has to be changed and culture change management is the key to such transition.

2.3 Cultural Change Management

It is difficult to change a culture that has been embedded in an organisation for a long time. Culture change management provides a framework for smoothing the change, making it more structured and efficient through a step by step approach.

The nature of change has been the subject of philosophical debate throughout human history and remains a topic of scholarly research to the present day.

For humankind, every change lead to development and survival, to live and work in a more compatible environment. Therefore, the effective management of change is a critical skill and must include an efficient organisational structure and to manage people, activities, and technology in accordance with environmental changes, as well as an appropriate business strategy for gaining competitive advantage. The leaders of an organisation should be representative of what is expected from its members, acting as role models to implement change.

In 1995, John Kotter introduced a model on the eight steps of change, consisting of the following requirements:

1. Creating a “sense of urgency” is crucial (Kotter, 1995). In order to ensure support, an organisation must create awareness in its members as to the urgency and necessity for openness, and honesty is required during this process as well as a convincing dialogue with members.

2. Build “a guiding coalition.” A project team should be established by the organisation with authority to work on the change programme it proposes to implement. This group will be responsible for managing all the processes involved as well as encouraging the cooperation and positivity of employees.

3. Formulate “a clear vision for change” that is easily understandable so everyone can instantly realise the organisational goals and support their implementation.

4. “Communicate the vision” by discussing and sharing it at every opportunity to obtain opinions, serious concerns, and feedback. This will help members to accept and adopt the vision throughout the organisation.

5. “Remove obstacles” that may compromise the company vision. Discuss the proposed changes with members by sharing and receiving feedback to clearly identify those resisting the change or anything obstructing it, enabling the project team to remove the obstacle or address the problem.

6. “Create short-term wins” to give employees a clear indication of what needs to be achieved by the change process. Once short-term wins have been achieved through project milestones, members will be motivated by the winning atmosphere and eager for the more difficult challenge that awaits. The organisation should select

employees capable of achieving the goals or with the ability to act as role models for others to retain the atmosphere of change.

7. “Consolidate improvements” and look for further ways of enhancing performance through monitoring and control, with senior leadership involved in guiding a coalition team to make this step more effective. After the programme of change has been implemented, and multiple successes from short-term wins have been achieved, the guiding team can analyse the situation and look for the best practice and apply it to bigger challenges. Any practice or change that did not work should be identified and improved. The findings should be reported to the team leader, enabling them to sponsor the best practice and remove any barriers to change or make improvements.

8. “Anchor the changes” into organisational culture, helping to form its identity for recruitment or promotion purposes. Change and innovation must be included as desirable organisational behavior. Members of the organisation should continue to support the change. The organisation should share the culture of change and its success story with stakeholders and shareholders.

The only certain thing in life is uncertainty. Things have to change over time, including the business environment and organisations should be able to handle changes and uncertainty. At a time of digital transformation, many organisations have to change their culture to cope with digitalisation, in the same way as Airbus. Airbus aims to make changes to its organisational culture to make it more digitalised. They know that cultural change is difficult, but lessons have been learnt from other companies faced with the same issue which will be of benefit during transition. Corporate benchmarking is applied in this study to find the best practice for the company so that the knowledge and experience can be shared. During a cultural transition project, management plays an essential role in monitoring and control from beginning to end.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Design

The research design in this study consists of five steps: problem definition, framework development, data collection, category development, and analysis. The Toulouse School of Management organised a multinational team for this research, involving three members. The researchers discussed the concept of corporate benchmarking and prepared an overview of Airbus prior to a meeting with the Airbus Corporate Benchmarking Team leader. The consulting internship with Airbus covered a period of two months in Toulouse, France. The researchers had a weekly meeting with Airbus both at their office and online. The details and processes of this study are as follows.

3.1.1 Problem definition

The researchers had a meeting with the Benchmarking Team leader and head of the Corporate Benchmarking Department in order to discuss the overview of the company, working processes, and the distribution of tasks at Airbus Headquarters. The Airbus Corporate Benchmarking Team was assigned to establish the best practice by comparing the case studies of other companies faced or facing the same issues as Airbus. The three topics to be considered consisted of: Cultural change and digital transformation, business platform, and artificial intelligence.

The researchers were asked to submit their findings on the best practice for cultural and digital transformation by approaching companies faced with the massive digital transformation of their business (impact processes, people, mindset and WoW, methods, tools) and how they addressed the change management issue, identifying key challenges, lessons learnt, and best practices on two topics: cultural change methods from the HR Department; company (digital) transformation and change approaches and lesson learnt from the company transformation programme.

3.1.2 Framework development

Cultural and digital transformation involves two objectives:

1. To achieve cultural changes in the HR Department
2. To achieve company (digital) transformation by examining the change approaches and lessons learnt from other entities

Following numerous reviews and discussions, the Benchmarking Team leader ignored certain case studies and practices that were not relevant to the topic in question. For instance, a joint venture between Michelin and a Chinese company which the Benchmarking Team leader felt relied on leadership and human error issues unrelated to the objectives. Since the framework of this research is based on cultural transformation, the change model adopted by John Kotter is used to select the best practice and achieve cultural change and transformation in the Airbus organisation.

3.1.3 Data collection

The information was gathered from secondary sources such as the internet and online material. The researcher was not allowed to contact other companies to gather individual data. The researcher worked closely with the Benchmarking Team leader, and this open communication channel facilitated the progress of work and feedback from the Benchmarking Team leader by e-mail. The Benchmarking Team leader checked the case study to identify the most interesting findings and those which were not relevant.

3.1.4 Developing a scoring table

The Airbus Corporate Benchmarking Team provided a list of their suppliers and business alliances as an alternative information resource for finding the relevant information for a relevant case study. For cultural change and transformation, each lesson learnt is categorised in the four case studies and scored according to the eight steps of change: (1) create a sense of urgency; (2) create a guiding coalition; (3) create a vision for change; (4) communicate the vision; (5) remove obstacles; (6) create short-term wins; (7) consolidate improvements; (8) anchor the changes (Kotter, 1995). Each company is given a score ranging from 1 to 4, related to the level of achievement.

3.1.5 Analysis

The researchers analysed the best practice for cultural change and transformation on the basis of online material due to the limited time frame available for research and a lack of authorisation for interviews with other companies or collecting data in person. For cultural change and transformation, the eight steps of change model (Kotter, 1995) is used to find the best practice for benchmarking.

After analysing the cultural change and transformation category, four lessons learnt from four companies were identified as being best able to benefit Airbus Corporate Benchmarking.

1. Jaguar Cultural Change
2. Pfizer “Dare to Try”
3. Veolia digital transformation “SATAWAD” project
4. FUSO “Proactive Sensing”

CHAPTER IV

FINDINGS AND ANALYSIS

The benchmarking method has been chosen to compare the collected data during this research with the criteria identified to enable conclusions to be crafted.

4.1 Levels of Efficiency of Change and Transformation: Creation of a Framework

Since a benchmark only makes sense if points of references are defined in advance, eight criteria were identified for comparison. During data gathering, key factors emerged for achieving efficient organisational change and transformation. In this section, eight criteria are presented for comparison between the four companies in the next part.

4.1.1 Create a sense of urgency

Level 1: There is no sense of urgency.

Level 2: Have occasional discussions among members within the organisation but no attempt made to take action.

Level 3: Check the competitive environment frequently, identify and discuss any issues, potential crises, or opportunities.

Level 4: Always be aware and respond quickly to changes, discuss and exchange opinions with members on the situation of the organisation and the competitive business environment.

4.1.2 Create a guiding coalition

Level 1: There are no team leaders for the organisational change project.

Level 2: There are team leaders, but few actively drive the change.

Level 3: Guidelines and a project team has been established to work on the change programme, but feedback and employee engagement could be improved for better results.

Level 4: A project team has been created with the full authority to manage and implement the changes, while making every effort to encourage cooperation and positivity among employees towards change.

4.1.3 Create a vision for change

Level 1: There is no vision for change.

Level 2: A vision for change has been established but it is unclear, not well-crafted, and difficult to understand.

Level 3: The top management team and guiding coalition must have the ability to clearly describe the organisational strategy and vision for change within five minutes.

Level 4: The vision for change is clear and easy for every employee to grasp. It identifies the areas requiring change based on realistic targets to effectively measure success and set KPI to benefit the long-term interests of stakeholders.

4.1.4 Communicate the vision

Level 1: There is no communication on the vision.

Level 2: One-way communication from management team to employees.

Level 3: The new vision is discussed with members on every occasion the management team meet, and opinions and concerns shared.

Level 4: The vision has been accepted and supported by employees.

4.1.5 Remove obstacles

Level 1: Obstacles and barriers have been identified but there is no plan to remove them.

Level 2: A plan for removing obstacles and barriers has been established but no activities have so far been implemented.

Level 3: Some obstacles and barriers have been removed according to decisions made by the management team only.

Level 4: Obstacles and barriers have been identified and removal is achieved with the participation of all employees. Members helping to facilitate the change are recognised and rewarded. Members who do not accept the change are identified and given guidance on which barriers must be removed immediately.

4.1.6 Create short-term wins

Level 1: No short-term wins have been created.

Level 2: Short-term wins have been created but with no participation from employees and/or they are too difficult to achieve.

Level 3: Achievable short-term wins have been created and implemented with recognition and rewards for members involved in achieving the targets.

Level 4: Even though short-term wins are difficult, employees still have ambitions to achieve them and accomplish every task. Employees are always eager to achieve the next task.

4.1.7 Consolidate improvements

Level 1: The company does not pay attention to analysing achievement and sees improvement as a waste of time and budget. Following achievement, the company seems to slow down the pace for reaching the goal.

Level 2: The company tries to keep moving forward to reach the goal, and the lessons learnt are analysed and an improvement plan created but the company still fails to implement it.

Level 3: Analysis and improvement plans are implemented to sustain acceleration for reaching the goals.

Level 4: Continuous improvement occurs through analysing the success stories from lessons learnt and the individual experiences of members to identify any aspects of the organisational structure and policy which fail to match the vision. Members capable of implementing the new vision are recruited, promoted, and developed.

4.1.8 Anchor the changes

Level 1: Change is only a one-time project and not part of the corporate culture.

Level 2: Employees discuss success stories relating to changing culture on every occasion.

Level 3: Concrete evidence that the change has become an important part of its organisational culture can be seen in every dimension.

Level 4: The company develops the relationship between the new behaviour and organisational success to support members in continuing to support the change until the new culture can replace old habits. Both existing and new members continue to support the change.

4.2 Company Selected

4.2.1 Jaguar: Cultural Change

This case study can be applied to achieve cultural change in the HR Department.

Jaguar was originally established in 1922 under the name of Swallow Sidecar Company, later relocating to Coventry in the 1940s, when it was renamed Jaguar.

In the late 1980s, Ford offered the US and UK shareholders of Jaguar the opportunity to buy their shares, subsequently selling its Jaguar and Land Rover operations to the Indian company Tata Motors in 2008 for £1.7 billion.

WHY IS THIS COMPANY INTERESTING? Since the 1980s, Japanese cars have played an important role in this industry, with a variety of models to fit consumer demand, at lower prices, shaking the car industries in the EU and US. Originally formulated in the 1920s, the Japanese further developed the concept of Total Quality Management (TQM), involving the downward assignment of responsibility and power throughout the organisation, focusing on consumers and the integration and utilisation of the workforce.

Ford take over Jaguar. Ford took over Jaguar in the 1990s, overhauling

its operations, encouraging employees to “take ownership” of the Jaguar X 400 model. In the past, the Halewood plant produced the Ford Escort but has now changed to Jaguar X 400. Jaguar’s change programme is based on “lean production,” whereby production processes which add value are identified to focus on continuous improvement, while those that do not are eliminated. The new structure at Halewood is flat, creating flexibility and making it leaner and more suitable for adapting to the changing competitive environment. This concept is known as a decentralised structure.

The basis of successful production at the Halewood plant focuses on the following:

1. Quality during all production phases
2. Creating a cultural change programme to empower employees and encourage commitment
3. Creating centres of excellence within the company to improve performance in similar areas of operation

To transform the working culture at Halewood, the company introduced the “Halewood Difference”; a programme for a new vision with suggested values and recommended behaviour. The new vision for Halewood contained five aspects. “1. World-class vehicle manufacturing. 2. A safe environment. 3. Management that respects its employees and is committed to best practices in terms of fairness, recruitment, communications, training, education, diversity, and individual employee welfare. 4. Management and employees working together to achieve shared goals, volume, and job growth opportunities. 5. A leading manufacturer in the community, fulfilling environmental responsibilities and proactive in supporting local initiatives.”

(Changing culture at Jaguar, 2019)

There is also a seven-point guide to values and behaviour.

1. Delivering products and services of world-class quality
2. Focusing on consumers
3. Taking responsibility for personal behaviour and tasks
4. Taking pride in the organisation and showing respect for each other
5. Communicating openly with other members
6. Teamwork
7. Embracing change with flexibility and adaptability

The introduction of cultural change requires active participation in new ideas. The new management team introduced the “Green Book” providing a decisive way of dealing with staff relations to achieve the desired management objectives, with the involvement of the unions at the Halewood plant. The “Green Book” advocated focusing the change at group level to influence its values, standards and role. However, there was still resistance from members in the early stages, until the management team arranged for a huge capital injection to facilitate a big makeover of the plant in a refurbishment programme where every sector of the plant was able to demonstrate a tangible change to members. The change experienced at the plant came in two parts. Firstly, addressing the physical needs of the employees and secondly, taking care of changes at the plant with the use of new technology to improve task effectiveness. Even though the facilities at the plant changed, the most important part of Halewood’s effectiveness involved people management. Since a change in culture was paramount to the company’s success, the leading consultancy, Senn-Delaney designed the “Halewood Difference.” The first stage of this uniquely designed workshop provided focus group activities for those representing the various organisational sectors and also involved one-to-one interviews. During this phase, Halewood’s cultural strengths were identified as well as potential obstacles to change using feedback to provide the team responsible with a strategic outline. The second stage consisted of three-day management workshops to generate commitment towards the process of change. Union leaders at Halewood also participated in the workshops to improve their understanding of the new organisational concept of using pride and dedication to produce cars. With involvement from the union, which it saw as an important stakeholder, the company demonstrated the benefits of the system to the workforce and received support for the change. The management and the union implemented joint workshops to progress the change and cope with the new values. Supervisor workshops were also held to encourage these members to help lead the change programme. For the pilot workshops, 30 participants attended at all organisational levels with the intention of establishing a new teamworking model by removing boundaries. To communicate the “Halewood Difference” message throughout the organisation, 16 internal coordinators were chosen and trained from every sector. For the last phase of the cultural change process, two-day workshops

were organised by internal coordinators, involving all employees to ensure that they clearly understood the difference between producing the previous vehicle and the new Jaguar as well as their different values and behaviour between the two. Everyone at Halewood had the common goal of making the plant a success. By involving all members of the organisation in the programme for cultural change, establishing a shared vision was relatively easy. The various workshops encouraged employees to become enthusiastic about the whole process. New facilitators being trained by their current counterparts. Employees throughout the organisation are forming teams to drive lean production forward.

4.2.2 Pfizer “Dare to Try”

This case study can be applied to the cultural change objective of the HR Department.

Pfizer was founded in 1849, launching its chemical business in Brooklyn in the US where it produced Santonin; an antiparastic drug. During the 1880s, the company grew substantially through the production of citric acid.

In 1919, the company developed fermentation technology, contributing to the mass production of penicillin during the Second World War. By the 1950s, Pfizer had expanded its operations around the globe. Since the beginning of the twenty-first century, the acquisition of Warner-Lambert and Pharmacia has helped to increase Pfizer’s global presence, solidifying the company’s position as one of the most diverse in worldwide health care. The Pfizer’s vision is to provide “a healthier society with better quality of life.”

In December 2018, Pfizer had sales of around £9.8 billion (\$12.7 billion) with more than 100,000 employees worldwide.

WHY IS THIS COMPANY INTERESTING? To embrace their organisational culture, the company developed the “*OWNIT!*” concept, empowering all colleagues to act “like an owner” (Pfizer Annual Report, 2017).

Pfizer’s **Dare to Try** framework, based on various tools, expectations of behaviour, a champion network, and training sessions, to aid innovation.

The goal of **Dare to Try** is to encourage Pfizer employees towards entrepreneurial thinking, take mindful risks, and experiment or test new ideas in a

disciplined way. A mindset programme evolved, as well as a social movement within the organisation. Staff can group together to share and come up with new ideas to fix any problems occurring in the organisation, leading to the use of digitalisation and innovation to find a solution. Pfizer is a very good example of how the culture of an organisation can be transformed by setting clear goals and encouraging staff participation. A good champion should have the necessary attributes to become a facilitator, trainer, mentor, shepherd, ideator, and evangelist.

Once Pfizer has found suitable champions and innovators, it wants to keep them involved by adopting intrinsic and extrinsic motivation. In terms of intrinsic motivation, they reward members or teams performing well with recognition and opportunities to expose their ideas and success to other parts of the business as well as facilitating the exchange of ideas. For extrinsic motivation, the company provides upskilling opportunities to their members through masterclasses and meetups. In terms of rewards, Pfizer uses game mechanics; the more active the person, the more chance they have of winning and getting a reward to sustain their engagement. Therefore, the cultivation of an innovation network within the organisation can be divided into three parts:

1. Profiling, attracting, and defining the expectations of a good champion clearly with proper mechanisms
2. Creating efficiency with training and development
3. Engaging and retaining

Pfizer also makes a considerable effort to improve the programme for the future with surveys, workshops and training sessions, as well as and campaigns to create awareness.

The top management in the organisation also pay attention to this initiative programme by participating in the **Dare to Try** programme, working on-site with employees and encouraging other people in the organisation to participate as well.

Success stories One Pfizer employee found out that the company was owed a small rebate but did not know how to gain access to it. He made enquiries with the finance department only to discover that they did not know either, and felt that they should be an easy way for Pfizer to accept free money.

The situation intensified, and the CFO became involved, and the finance

department suggested that the then embryonic **Dare to Try** programme may be able to assist and a company deposit “portal” was subsequently established and is still widely used to this day.

4.2.3 Veolia “SATAWAD” Project

This case study can be applied to the Airbus digital transformation and cultural change programme and help to achieve the competitive mindset objectives of the Military Aircraft Office.

In 1853, Compagnie Générale des Eaux (CGE) was formed, changing its name to Veolia in 2003. With its Head Office in Paris, the Veolia group is a world leader in resource management, offering solutions for energy management, water and waste, making a significant contribution to sustainable industry and community development.

In 2017, Veolia Environnement SA reported combined revenue of 25.12 billion euros, employing 168,800 people globally. During the same year, the group supplied 96 million people with drinking water and 62 million with wastewater services, converting 47 million metric tons of waste into energy and new materials as well as producing almost 55 million megawatt-hours of energy (Veolia Worldwide, 2017).

Veolia’s vision is to strive to deliver first-class solutions for industrial partners. According to Veolia Vision and Value (2017)

1. Veolia is committed and collaborates with different industries and municipalities. It is innovative, developing tools for fair cost allocation.
2. Veolia makes efficient use of essential resources, including those from customers, in a sustainable way.
3. The group uses its experience to continuously develop employee knowledge, partially on the basis of the research and development results.
4. Veolia is a local organisation, cooperating closely with employees, customers and stakeholders.

WHY IS THIS COMPANY INTERESTING? Veolia saw the significance of digitalisation in the business world and decided to change their culture to deal with the issue. A process is underway to influence the digital transformation of

the company, enhancing staff working methods to better serve market needs as the output.

As the first step, they conducted digital perception surveys using staff and consumers to understand their expectations to create the most effective change. As a result, they are able to provide solutions for their clients. Aquavista was developed to monitor and manage water treatment equipment in real time. To meet staff expectations, they work with SARP to enhance safety in the workplace. Veolia aims to create more employee engagement towards digitalisation with digital passports and online courses for staff to help them become more familiar with digital vocabulary. Digital transformation certificates are given to staff who enter the digital transformation programme. The Disrupt training programme in their training centre has been created for new digital solutions to cope with business challenges. Finally, an accelerated module for managers has been established. This module helps to improve skills for identifying and meeting the main challenges faced during the digital transformation period, smoothing the management process and providing more flexible working methods as well as enhancing communication within the organisation to achieve business effectiveness.

Therefore, Veolia recognises that data has become their raw material. The collection of data for digital transformation needs to involve the internet. This is the key element of Veolia's digital transformation. To provide the most efficient data collaboration within the organisation, Veolia has discarded its data centres. Faced with the necessity to inject greater agility, the company took the decision to use the Cloud to store its computing resources.

Originally, the company had approximately 250 communication platforms around the world with employees reliant on a mishmash of devices, making even simple tasks more complicated. After deciding to move to the Cloud system Veolia migrated all its applications. The subsequent launch of the SATAWAD ("secure, anytime, anywhere, any device") project made all Google G Suite applications available via Chromebook, forcing Veolia to allow access to its information systems through a browser.

Veolia replaced the majority of its systems with G Suite and began supplying Chromebooks to the whole workforce, which proved instantly beneficial,

fitting perfectly with the company's priority goal of teamwork. Global teams can now share and co-edit documents easily and collaborate face-to-face. Digitalisation has had a significantly positive effect on the culture of Veolia, bringing members of this global organisation closer together.

4.2.4 FUSO — Proactive Sensing

This case study can be applied to the digital transformation, change approach, and lesson learnt objectives of the company transformation programme.

With its Head Office in Kanagawa, Japan, the Mitsubishi Fuso Truck and Bus Corporation (MFTBC) became part of the Daimler Group in 2006.

Although the majority of Mitsubishi Fuso Canter work trucks are developed and manufactured in Japan, the company also has operations in the Philippines, Portugal, Egypt, Turkey, Venezuela, and Russia.

WHY IS THIS COMPANY INTERESTING? Driving connectivity is the core vision of Daimler Trucks Asia (DTA), which owns Mitsubishi Fuso Truck and Bus Corporation. The company takes a reactive approach to safety and quality, using reflective reporting to analyse warranty data. The quality management department's traditional analysis was time-consuming and outdated, containing too much irrelevant detail, and reliant on independent internal sources. Consequently, the identification of safety and quality issues for investigation focused on analysing problems retrospectively. The company had to pay high warranty costs, delaying consumer recalls as a result. The department started to think about transforming data into efficient information in order to detect issues promptly. Despite the quality management department having access to independent data, it lacked sufficient know-how to analyse it efficiently.

Therefore, DTA consulted with Deloitte to improve their quality management system. The multi-disciplinary team at Deloitte created a big data platform for analysing hitherto structured and unstructured data with the use of cognitive algorithms. This proactive sensing system provided call centre data and comments from technicians to DTA as well as engaging with social media and supplying real-time data from connected trucks. This tool enables DTA to proactively sense quality and safety problems very early on. DTA found that the proactive sensing

system could potentially help them to make substantial savings on warranty and recall, enhancing their capability for detecting most recalls faster and more efficiently.

Furthermore, DTA collaborated with Deloitte in the adoption of the Internet of Things into their vehicles. The Mitsubishi Fuso Super Great truck was the first to be connected. From their systems, the trucks obtain geographical data and real-time information on coolant temperature, oil pressure, and battery voltage, as well as current and historical information on the overall condition of the vehicles. This smart monitoring allows DTA to effectively manage and respond quickly to the transmitted trouble codes in real time.

DTA expect to make considerable savings in warranty and recall costs through the Deloitte solution, as well as being able to quickly identify quality issues for priority attention. The success of DTA and the proactive sensing project initiated by Deloitte reflects the aspirations for an innovative client relationship. The “flavour of a startup,” where constructive criticism flows freely, has been embraced, enhanced by regular meetings among staff at every level to share ideas openly and answer questions, blending traditional working methods with technology and innovative thinking. The culture, development, and method of training of employees at DTA have significantly changed, with more effort put into upscaling existing employees to align with new technology. This is a continuing internal function, performed with external support. In terms of recruitment, DTA focuses on skill sets, employing those matching the skill sets required to carry the company’s innovative culture and mindset. Consequently, the company has developed its analytical skills and artificial intelligence.

4.3 Data Summary

This section presents the performance of the company concerning its cultural change and digital transformation project classified by Kotter’s eight steps of change. Using the previous framework, companies are measured according to the criteria and given a rating from 1 to 4, corresponding to the associated score, with the following results.

Tables 4.1 The company's performance on cultural change and digital transformation by Kotter's eight steps of change

Company	Jaguar	Pfizer	Veolia	FUSO
Creating a sense of urgency	4	3	3	3
Creating a guiding coalition	4	4	1	4
Creating a vision for change	3	2	3	4
Communicating the vision	4	2	1	3
Removing obstacles	4	4	4	4
Creating short-term wins	4	3	3	3
Consolidating improvements	3	4	4	3
Anchoring the changes	4	3	4	4
Total score	30	25	23	28

4.3.1 Jaguar: total score 30

In the late 1980s, using the TQM approach used by Japanese car manufacturers gave the company a greater competitive advantage over western car manufacturing companies. Jaguar under the Ford takeover responded to this new threat with discussion and looked for a change in the industry by **creating a sense of urgency** to obtain “lean production” at the Halewood plant. Once Ford took over Jaguar, they realised that the old-fashioned way of producing cars needed to be changed in order to compete with the TQM practiced by Japanese automobile firms. Consequently, the company has been given a score of 4 for its quick response. For **guiding coalition**, the company created a team of advisers to work on changing the culture and improving the structure and performance of the organisation by consulting Senn-Delaney to establish the “Halewood Difference” programme with the guiding coalition team having full authority to manage design and control change at the plant, and for this reason, they received a score of 4. They also **created a vision for change**, targeting the leaders of industry by producing quality, value for money vehicles, employing customer care and effective human resource management.

The five aspects previously mentioned align with this vision. There are also seven types of guiding values and behaviours.

1. Delivering products and services of world-class quality
2. Focusing on consumers
3. Taking responsibility for personal behaviour and tasks
4. Taking pride in the organisation and showing respect for each other
5. Communicating openly with other members
6. Teamwork
7. Embracing the change with flexibility and adaptability

This new vision with its guiding values and behaviours is clear and although not difficult to understand, it is quite long. Even though the vision is clear, due to its length, the company received a score of 3. During the transformation programme at Halewood, Jaguar always communicated their vision to members, with one-to-one and group interviews. The company also arranged workshops for entire divisions to **communicate their vision** for change across all levels of the organisation and this gives Jaguar a score of 4. In the early stages, the change management team received a huge capital injection for a big makeover of the plant, with a refurbishment programme in every sector to show the tangible changes to members. The change experienced at the plant occurred in two stages. To improve production quality, the first stage of change involved being mindful of employees' physical needs, while the second phase concerned taking care of change at the plant, incorporating the use of new technology to improve task effectiveness. Subsequently, workshop participants from all sectors in the plant came together to exchange ideas and feedback with each other under the supervision of the change team, and a report was sent to top management. The company also asked its members if they encountered any obstacles to facilitate their removal and improve efficiency. With the involvement and feedback from members and participation from top management, the company received a score of 4 for **removing obstacles**. In terms of **short-term wins**, as the goal involved changing the organisational culture, short-term wins were created through the workshops, with representatives from each department being integrated into the "Pilot Workshop" to become facilitators. This shows that short-term wins are more difficult to achieve due to the complexity of workshop integration, but employees remain ambitious and can accomplish every task. For this reason, the company received a score of 4. In terms of **consolidating improvement**, 4 points are awarded to Jaguar for

establishing centres of excellence as a benchmark for enhancing efficiency in similar fields, providing recommendations for improvement through analysing data and information to find the best practice to sustain acceleration and achieve goals. **Anchoring the changes** using the “Halewood Difference” programme received 4 points. The company created a relationship between new behaviours and organisational success with the support of members to continue the change until the new culture can replace old habits. To ensure that existing company members and new members continue to extend their support for the change programme, 16 facilitators have been trained in workshops to communicate the message of the Halewood Difference across the organisation as demonstrated by the two-day workshop for all employees.

4.3.2 Pfizer: total score 25

Pfizer’s framework **Dare to Try** shows that the organisation is ready to deal with any threat or issue, either internally or externally. The programme also encourages members within the organisation to become involved in discussions and empowers them to be more confident in expressing their ideas. Therefore, the organisation has **created a sense of urgency** in its members to look for any issues that may have an impact on the company and find ways to enhance its competitive advantage.

Although there is no evidence to confirm that problems were always discussed prior to the emergence of **Dare to Try** at least it shows that the organisation is concerned about creating the change and implementing it, so they gain 3 points. As well as providing various tools, **the Dare to Try** programme transmits the expectation of certain standards of behaviour and includes a champion network and training sessions.. To be a good champion, a person needs to be characterised as a facilitator, trainer, mentor, shepherd, ideator, and evangelist. Pfizer is shown to have a strong **guiding coalition** with full authority to run the programme, so the company receives 4 points. As for **creating a vision for change**, “a healthier society with better quality of life” is too broad. Although the words “healthier” and “better” shows some evidence of change, it is still unclear and not easy to understand, and there is no significant sign for change in the company’s vision. Pfizer therefore receives 2 points for this topic. To

communicate the vision, even though the **Dare to Try** programme encourages members to participate, become involved in discussions, and exchange ideas, the company vision is too broad and not well-crafted. In addition, it does not show significant engagement towards change, and the vision is communicated at management level but fails to connect to the employees as a whole. Therefore, the score for communicating the vision is 2. The company's success story involving the deposit "portal" shows that the management team supports members to **remove obstacles** and encourages ideas and innovation for change in the organisation and also rewards those who make change happen by promoting them as champions with top management buying into the programme to obtain direct feedback to remove any obstacles. Pfizer receives 4 points on this issue. Pfizer can generate a **short-term win** via its ability to be good champions for its program, but there is no evidence of **improvement consolidation**. Pfizer aims to cultivate innovation and enhance its network within the organisation, and this can be divided into three parts.

1. Profiling, attracting, and defining the expectations of a good champion, clearly with proper mechanisms
2. Creating efficiency with training and development
3. Engaging and retaining

Pfizer also made a considerable effort to improve the programme for the future, using many other analytical approaches to understand and improve its training and workshops, through surveys and campaigns for **creating awareness** sharing the **Dare to Try** philosophy. The company also monitors the activities of employees, time spent on the site, etc. Therefore, Pfizer receives 4 points for this topic. To **anchor the change**, the **Dare to Try** programme has emerged to embrace the corporate culture "OWNIT" this shows that the organisation recognises the importance of change. Every member within the organisation, from grassroots to the management, participated in the programme for change. So, there is concrete evidence that the organisation aims to make the change an important part of its culture in every dimension. Pfizer receives 3 points for this issue.

4.3.3 Veolia: total score 23

As a leader in resource management, the Veolia group employs almost 169,000 people throughout the world. The company has experienced some operational difficulties as it is decentralised with many members worldwide so there are differences in ways of working and the programmes used. Therefore, the management team **created a sense of urgency** to improve working methods, but despite taking the matter seriously, there is no evidence to support that members always discussed situations, so 3 points are awarded. As to **guiding coalition**, since Veolia is a decentralised organisation, it has been able to achieve digital transformation in many areas, but these relate to individual departments. There is no evidence to show that the company has promoted a guiding coalition with full power to facilitate change, so Veolia receives 1 point. As to the **vision for change**, Veolia also shows that it concentrates on innovation in accordance with its vision: “Veolia strives to deliver first-class solutions for industrial partners. We are innovative and develop tools to allow fair cost allocation.” (Veolia vision and values, 2017) This vision is not difficult for the management team to communicate to employees and can easily be grasped, so the company receives 3 points for this topic. **Communicate the vision**. Even though the company has a vision, there is no evidence that it is communicated within the organisation, so they receive 1 point. **Remove obstacles**. Although the goals of the cultural change programme and digital transformation can remove obstacles in the business itself, since the very beginning of the programme the organisation conducted digital perception surveys with staff and consumers to understand their expectations and make the change effective. Veolia aims to create more employee engagement towards digitalisation, with digital passports and online programmes for staff to help them become more familiar with digital vocabulary that can sometimes be difficult to understand. Digital transformation certificates are provided to staff entering the digital transformation programme. These activities show that the company is making a considerable effort to remove obstacles against its aim for change. Veolia receives 4 points in this category. Veolia was also able to **create short-term wins** through its workshop such as providing digital transformation certificates to staff entering the digital transformation programme, as staff feedback indicated that some experienced difficulties in becoming familiar with the vocabulary. With the launch of the

SATAWAD project, the company aimed to quickly migrate its existing applications into the Cloud. In any event, there is no evidence to show that the staff are eager to be given more difficult tasks, so Veolia receives 3 points. **Consolidate improvement.** Through its workshops, the company consolidates improvement by analysing feedback and gathering comments from clients. It also recognises staff who can cope with change such as with a Digital Transformation Certificate, so Veolia receives 4 points. To **anchor the changes**, after reaching the goal, sharing and co-editing the SATAWAD project has become the new normal, aiding easy collaboration among the company's global teams. This essential evidence shows that Veolia is successful in anchoring the changes. Therefore, it receives 4 points for this subject.

4.3.4 FUSO: total score 28

Daimler Trucks Asia (DTA), who owns Mitsubishi Fuso Truck and Bus Corporation previously approached safety and quality issues in a reactive manner, merely analysing warranty data retrospectively. Therefore, **a sense of urgency** has been created to prevent this undesirable situation re-occurring. This shows that the company has addressed any problems arising but not fast enough, creating a sense of urgency after problems occur, so it receives 3 points for this topic. In any event, DTA is able to detect problems with the strong **guiding coalition** of Deloitte. Deloitte and DTA work closely with full power and support from the management team, seeking cooperation from staff and asking for feedback, so DTA receives 4 points. The company's **vision for change** is to lead the commercial vehicle industry into the future and be ranked *first in* quality, innovation, customer satisfaction and an attractive place to work. This provides a clear picture of DTA's direction, aiming for innovation, connectivity, and consumer focus. Consequently, the information is clear and easy to grasp, and the company's goal is to be number one, making it easy to identify KPIs. For these reasons, DTA receives 4 points. **Communicate the vision.** The success of the proactive sensing project relates to the company's desire for innovative client relationships, where constructive criticism flows freely, enhanced by regular staff and management meetings to openly share ideas and answer questions. This shows that staff pay attention and communicate the vision for change, sharing ideas until they can accomplish the task. The company receives 3 points for this topic. With support from

the management team after problems occurred, specialists were called in promptly to find a solution. This shows that the management team paid attention to the feedback received from consumers and staff and was ready to deal with it, so 4 points are awarded for this topic. As evidence of **short-term wins**, the company's system of "proactive sensing" is projected to save DTA a considerable amount of money in both warranty and recall costs and can also quickly identify quality issues. This demonstrates that the company create short-term wins in this project, so it receives 3 points for this issue. **Consolidate improvement.** After creating proactive sensing, DTA analysed and sought improvement until it came up with the first digitally connected truck, the Mitsubishi Fuso Super Great, so it receives 3 points. The company was able to **anchor the change** by helping staff increase their knowledge of new technology, with both internal and external support. In addition, DTA focuses on skill sets in order to employ the most appropriate people for the requisite tasks, building its analytical and artificial intelligence ability to stamp innovation and digitalisation into its corporate culture and values. Therefore, it receives a score of 4 for this issue.

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

This study aims to identify the best practice for Airbus Corporate Benchmarking to facilitate a change in its organisational culture to make it more digital-friendly. Airbus needs to identify other companies experiencing this issue to learn and exchange ideas and knowledge on digital transformation under the following two objectives.

1. To identify the most appropriate cultural change methods
2. To achieve company transformation and cultural change through best practices and lessons learnt

Conclusions and Recommendations

Airbus is a huge organisation, playing a very important role in the global aviation industry with a long history of successful business management. It is also a successful organisation in France and has become an aorta to the city of Toulouse. In similarity to many other large and long-established organisations, it is having to change the way it does business to cope with changing situations. Consequently, its organisational culture needs to be appropriate for the present situation. Digital transformation has become an essential part of business and the use of technology and the Internet of Things can bring a greater competitive advantage, reducing and improving efficiency. Therefore, changing the organisational culture to align with digitalisation is important. Airbus is concerned about this issue, and its Corporate Benchmarking Department has been assigned to identify the best practices from other companies faced with the issue of changing their organisational culture to facilitate digital transformation and how such change is managed.

Airbus can apply the case studies and the lessons learnt from this research to its cultural change and transformation programme to achieve digital transformation. As they're concern on culture change and digital transformation. They can adopt Kotter's eight steps of change as a framework to develop culture change and digital

transformation program in their organization and use the benefit from each case studies for their culture change program. For create sense of urgency Jaguar shows the quick response to potential threat to come up with vision for the change. Airbus is concerning on culture change and digital transformation so they should put this issue as their priority for change the way they work to align with digital transformation. Proactive approach will give them the best benefit to be the first mover rather than waiting for their competitors to change before them because *“The longer you wait for the future, the shorter it will be.”* (Loesje, 2005). In terms of creating guiding coalition, Jaguar and FUSO provide the good examples by using out specialist sources to create guiding coalition team that have full power to run this programme from the beginning to the end so members in the organization can fully participate in the programme. Another benefit for using outsources to do this is they are well known what to do and how to do as they are specialized in this field. So, I recommend Airbus to hire specialist from outsources to working on the culture change programme with closely corporation with organisation to established customized changing programme for the organisation. To changing the culture Airbus should have vision for change that be able to communicate this new vision to every part in the organization. FUSO is a good example of well-crafted vision for change. The company provides a clear picture of their direction, aiming for innovation, connectivity, and consumer focus. This vision is clear and easy to grasp, and the company’s goal is to be number one, making it easy to identify KPIs, while Jaguar provide good example to communicate their vision through lots of workshops that customized for every sector in the organization in Halewood Different programme. Airbus may have to look at their organisational structure if there’s can provide efficiency channel to communicate their vision for change throughout their organisation as well as the culture change programme that should make their members understand the concept and meaning of new organisational vision clear and correct in the same way. FUSO and Jaguar also allow the open communication for staffs to share their ideas and experiences on create vision for change and communicate the vision process that can gain benefit to the organisation as everyone can feel that this vision this change is belong to them not only from top down approach. As Airbus is a large company that may have a problems of hierarchy organisational chart that difficult to open communication for innovation.

They should provide more space for members to express their ideas towards change. Every case study gains full score from remove obstacles steps as their purpose for change is clear and good participation from members in all levels and open communication so they can easily remove any obstacles that against their change. In this step Airbus top management levels should fully pay attention for feedbacks and comments from their members so the organisation can remove obstacles that block the change properly and show supportive approach towards change to their members that can encourages them to achieve short-term wins even though short-term wins are difficult. This supportive roles for remove obstacles can motivated employees to eager to achieve the next task. To consolidate improvement for change Pfizer and Veolia shows very good example. Pfizer aims to cultivate innovation and enhance its network within the organisation by 1. Profiling, attracting, and defining the expectations of a good champion, clearly with proper mechanisms, 2. Creating efficiency with training and development, 3. Engaging and retaining. Pfizer also aims to improve the programme for the future, by adopting many other analytical approaches to understand and improve its training and workshops, through surveys and campaigns to creating awareness. For Veolia, through its workshops, the company consolidates improvement by analysing feedback and gathering comments from clients. It also recognises staff who can cope with change such as with a Digital Transformation Certificate. So, Airbus can adopt this model for the changing programme such as feedback surveys, recognition and rewarding staffs. For the last step, Anchor the change every case study gains high score that Airbus can implement this in their organisation. For Jaguar, according to their workshops 16 facilitators have been trained in workshops to communicate the message of the Halewood Difference across the organisation. Pfizer Dare to Try Framework involved every member within the organisation, from grassroots to the management, participated in the programme for change. This is concrete evidence that the organisation aims to make the change an important part of its culture in every dimension. Veolia, after their members see the benefit of change, the satisfaction in the workplace and efficiency also better so, everyone wants to put themselves into this change this new organisational culture. FUSO provide training to their staffs to embed new culture into them as well as recruiting new members that can match with their new culture of innovation and digital transformation. To Anchor the

change for Airbus, not only training and recruitment but the organisation has to show the tangible benefit of change to their members and allow communication so they can exchange and express their ideas towards change so they can embed themselves to this change. Organisation must show them they're important part of the change, they're important resource of the organisation and they own this change as well as everyone in the organisation.

In this research also has some limitation as the researcher not allow to contact Airbus employees and the person from case studies companies to gather data. Therefore, researcher gathering information from secondary resources such as online articles and corporate website. The researcher worked closely with the Benchmarking Team leader, and this open communication channel facilitated the progress of work and feedback from the Benchmarking Team leader by e-mail and online meeting. The Benchmarking Team leader checked the case study to identify the most interesting findings and those which were not relevant.

This research provides evidence to support that in a dynamic organisation, innovation and change are permanent. In this changing world, organisations that can survive and gain the greatest competitive advantage are those which do not resist change but have the capability to live with it, by being proactive and dedicating their efforts towards human resources development and encouraging members to have an innovative mindset with strong corporate values and culture.

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