

Deloitte.

**workday**

 **Coca-Cola
HBC**



WorkforceX accelerating and
sustaining transformation

The true value of the employee engagement experience

“A proven, relevant, scalable, repeatable, and efficient approach to driving sustainable change and communication is a key enabler for CCH’s future digital transformation roadmap.”

Zsolt Lang, Head of People Operations,
Coca-Cola Hellenic Bottling Company

Executive summary

Coca-Cola Hellenic Bottling Company (CCH) has been on a business transformation journey to release 143,000 oxygen hours annually for employees, line managers and People & Culture teams.

A key milestone in this transformation was the introduction of Workday for people-admin tasks to:

- › Simplify and standardize people processes
- › Enable self-service through a modern, cloud-based HR solution
- › Improve employee and organizational master data.

Deloitte’s unique business transformation platform, WorkforceX with transformation accelerators played a critical role in navigating change for approximately 14,000 CCH employees and contingent workers resulting in:

- › Successful go-live and solution adoption
- › Record engagement levels
- › Improved return on investment.

This technology-enabled, experience-focused approach is repeatable, scalable and provides a sustainable foundation for ongoing organizational transformation through employee engagement.



The business

CCH is a growth-focused consumer packaged goods business and strategic bottling partner of the Coca-Cola company.

CCH's vision is to be the leading 24/7 beverage partner - growing with its customers by ensuring they have a beverage for every occasion around the clock.

The company's geographic footprint spans from the west coast of Ireland, across central and eastern Europe, to its most southerly market, Nigeria. This combination of countries creates a unique and diverse balance, that benefits from operating in growth markets with significant opportunities to increase the per-capita consumption of products, while also maintaining a leading presence in established markets.

CCH offers an open and inclusive work environment that encourages and supports innovative thinking and high performance. In 2021, the company appeared for the first time in Forbes' list of the world's best employers, encouraging them to further build a great workplace for employees.

740million

Potential customers
across three continents

2.8billion

Unit cases
sold in 2023

€10,184million

Net sales revenue
in 2023

The challenge

For the past few years, CCH has consistently invested in elevating People & Culture to become a true strategic partner to the business. With support from Deloitte, CCH established a new organizational People & Culture function with clearer roles and responsibilities, improved governance, less touchpoints and duplication, and more focus on bringing strategic value. This created a solid foundation for future growth and success.

A key enabler of this evolution is a digital HR platform that provides the data and insights, digital workflows (strip out admin and redirect work), and consumer grade employee experience. A core HR platform that up until the Workday implementation has been a limitation for further growth, experience enhancement and optimization of HR service delivery.

"Our strong trusted advisor relationship combined with our experienced global team, depth of knowledge, integrated and transformational solution enabled us to bring the best of Deloitte to CCH. This proven partnership was ready to deliver the next phase of their business transformation journey."

Bart Moen, partner,
Technology & Transformation, Deloitte Netherlands





A transformation project of this magnitude required a robust technology-led communications strategy to transition 14,000 employees and contingent workers, across 27 countries in more than 10 languages, through a consistent, standardized approach within 13 months.

This strategy established how change was initiated, supported, communicated, monitored and adopted, informed by the Change Impact Assessment for key stakeholder groups.

Central to CCH's communication approach were simple, robust and tangible key messages tailored to stakeholder needs, reinforcing the cultural values. The right technology was critical to the successful execution of the communications strategy to ensure employees were ready for the new ways of working using Workday.

"CCH was looking for a proven solution that could be deployed efficiently, effectively and with impact. We were confident that our WorkforceX Communications solution, featuring pre-packaged, stakeholder-specific Workday content, accelerators, and analytics, would deliver results."

Simone van Trier, senior manager,
Technology & Transformation, Deloitte Netherlands

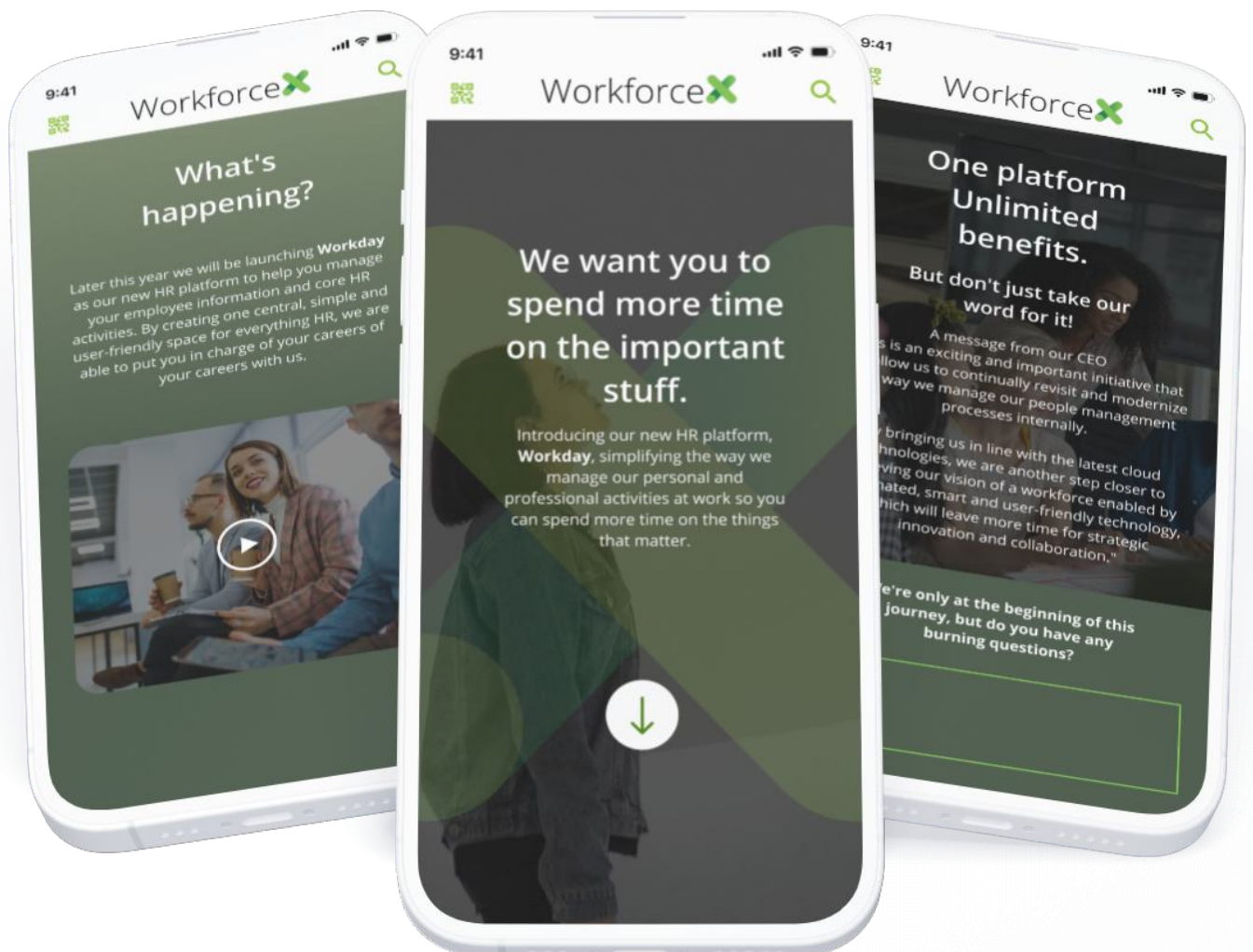
The solution

The WorkforceX Communications solution was created and packed with 'ready-to-go' Workday communications templates that were personalized by the global change team for each stage of the change experience (including key milestone content with feedback, business readiness checks, project updates and bite-sized learning).

Business unit (BU) country leads then accessed the global content, applied language translations and other localizations to maximise regional impact, whilst maintaining the consistent enterprise employee engagement experience. Other activities included distribution list management, automated distribution scheduling of local communications plan, monitoring and reporting.

Employees and contingent workers were engaged using a new, modern way to experience change to remain connected, involved, and able to provide feedback at any time.

WorkforceX real-time engagement and behavior analytics at global and local levels provided immediate visibility of measurable results on open and read rates plus individual feedback, enabling targeted communications and follow-up interventions.



The solution was supported by an enterprise communications governance structure led by Deloitte's centralised global change resource and local BU country leads with clear responsibilities. Consistent communications management capability growth within the People & Culture community was enabled by Deloitte's best practice engagement framework.

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Global Change resources

Deloitte change specialist and communications support guiding regional teams

10+

Language translations

applied to content prior to distribution to relevant stakeholders

150+

Personalized communications

sent to CCH stakeholders via email (from awareness to go-live)

17

Regional BU leads

plus HR and communications representatives localizing content and management

14,000

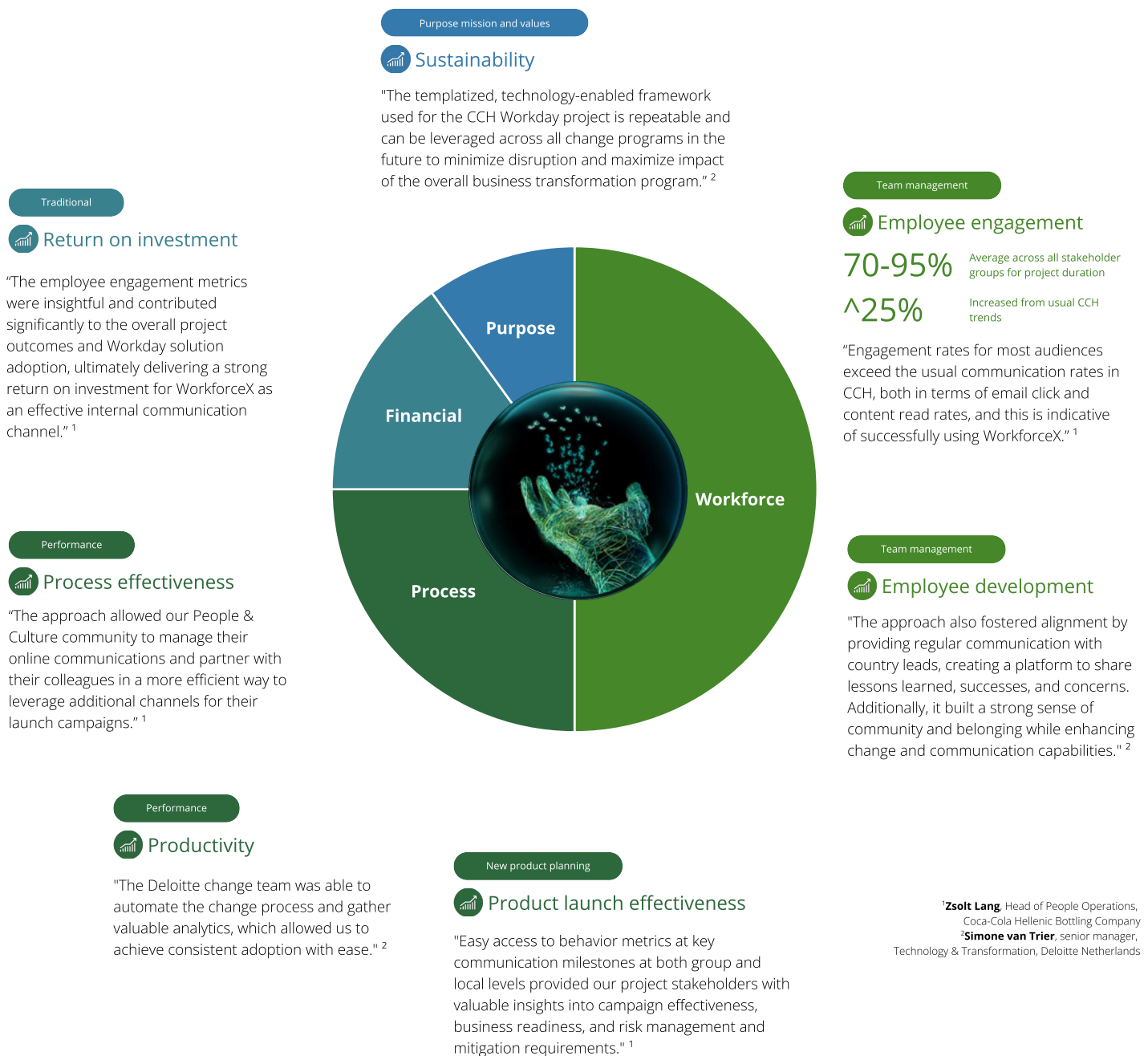
CCH employees and contingent workers

Engaged with interactive persona-specific content, including feedback and readiness checks

The impact

The 'ripple effect' of quality employee experience design and high employee engagement at CCH led to increased value in employee development, process and product launch effectiveness, productivity, return on investment, and sustainability.

These outcomes, reflected as value categories, sub-categories and KPIs below using the Deloitte Digital Transformation Framework*, showcase the true value of the employee engagement experience when analysed holistically.



“WorkforceX played a pivotal role in achieving high employee engagement levels. Compared to previous projects, WorkforceX significantly increased productivity and enabled us to drive efficiencies with innovative technology.”

Zsolt Lang, Head of People Operations,
Coca-Cola Hellenic Bottling Company



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