PepsiCo Rapid Change Management Methodology
Based on Global Best Practices Implementations
Following Kotter’s Model

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*Disclaimer: The views and opinions expressed in this document and presentation are those of the author and do not necessarily reflect those of the company.
I am too busy.

What are we doing?

This will never work.

Why? Why now?

We are too different.

This will be too complicated.

Others?

I am too busy.

We don’t have the time or resources.

Common Challenges
Sound familiar?

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This is only another new technology project.

Improve our business processes? We don’t need that!

I understand change, I will change but what am I supposed to do?

We went live...now what? Who owns this?
Methodology Overview

MUST HAVES TO MAKE CHANGE HAPPEN
- A CLEAR AND THOROUGH VISION
- A HIGHLY INFLUENTIAL TEAM
- VERY EFFECTIVE COMMUNICATION
Defining the Vision
Where are we going? And why?

Lessons Learned:

- The hardest ‘easiest’ thing to do with teams.
- Don’t skimp on the work to create the vision – many times glossed over.
- Be specific – this will help in identifying impacts.
- Don’t move forward until you have an aligned-upon vision.
- Ensure alignment.

FROM

- Fragmented operations.
- Independent BUs.
- Fragmented customer service.
- BU brands.
- Complexity / duplication.

TO

- Leverage scale.
- One Team, One Culture.
- PEP affiliation.
- Integrated brands.
- Simplicity / streamline.
Lessons Learned:

- Don’t assume sponsors know what to do and say.
- Clearly communicate what is expected from them.
- Involve and listen to process experts (in the field).
- Include sponsor and change agent responsibilities in annual objectives review.
- Track progress and give updates on the work.

FROM
- Disengaged.
- Not informed.
- Confused.
- Lack of interest.

TO
- Engaged.
- Informed.
- Role clarity.
- Energetic.
- Passionate.
Lessons Learned:
- Pay attention to what happened in the past.
- Agree with key managers and directors BBP definition.
- Define a clear action plan to overcome resistance.
- Maintain the business actively involved.

FROM
- SAP is coming.
- Not sure if its good or bad.
- Some excitement.
- Some resistance.

TO
- Management is engaged in the change.
- Employees want to be part of the solution.
Lessons Learned:
- Run several change impact validation sessions.
- Involve project team, business leaders and front line.
- Clearly present the list of issues and consequences if not solved before going live.
- Secure business take ownership of resolving the impact.
- Enable solutions and track progress.

FROM
- Resistance to use new processes.
- Disparate systems.
- Redundant work/organizations.
- Outdated applications.

TO
- Processes knowledge consolidation.
- Process standardization.
- Increase in capability.
Lessons Learned:

- Identify your key stakeholders as early as possible.
- Approach your stakeholders and communicate what is expected.
- Ask your sponsors to approach stakeholders.
- Identify and communicate key stakeholders’ WIIFM.
- Develop customized stakeholder plans but keep it simple.

FROM
- Resistant.
- Disengaged.
- Lack of interest.
- Follower.

TO
- Informed.
- Participative.
- Ownership.
- Driver.
Planning and Execution
Closing gaps in engagement and capability

- Build off of WIIFM and turn resistance points into wins
- Stakeholder engagement and communication plan
  - Right communication to the right audience at the right time
- Address the critical capability gaps
- Learning and development plan
  - Change the way we work and think about our work

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• Change management...**make it real!** facilitate vs. change theories.

• Create **specific, simple and executable** change plans.

• Engage **Leadership Team** and make them work toward achieving the change.

• Have a **detailed understanding** of what is changing. Ask questions for clarification.

• Secure resources to **facilitate learning** of the new material/process/technology.

• Add value!! Support acting as a **liaison** between the project and the business.

• Overcommunicate for **clarity and consistency** toward the future.
THANK YOU FOR PARTICIPATING

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