

Change Management

April 2019



Change is the only constant in life.

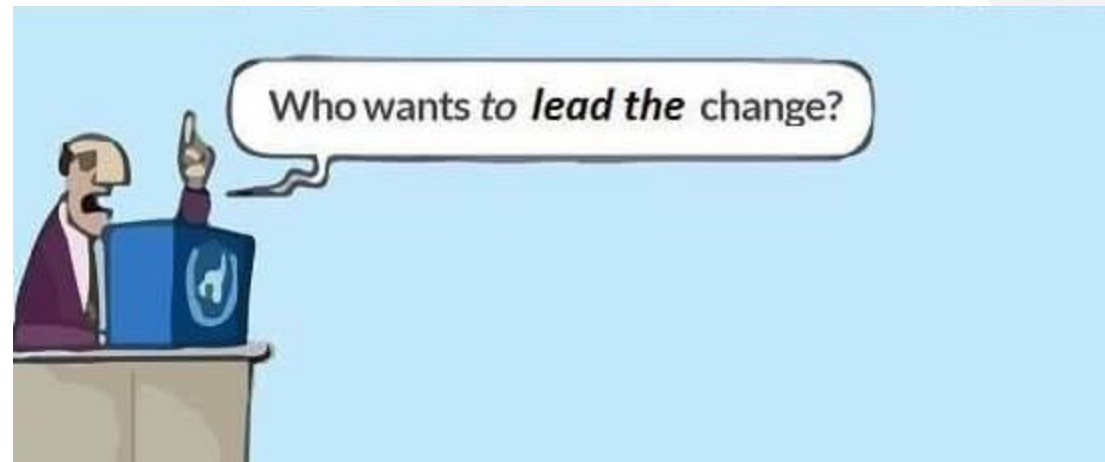
Heraclitus, circa 500 BC

First Law of Change Management

$$P_{\text{Change}} \propto \frac{\sum \text{People}}{S_{\text{Change}}}$$



Change Management : The Bitter Truth



ACH Change Management Survey : Demographics

Surveyed between : 6th to 12th April
Method : Online

Owner or Participant

Owner or Participant in Change 79%

Owner of Change 37%

Projects Participated

Moderate to High 67%

Low or None 33%

Projects Success

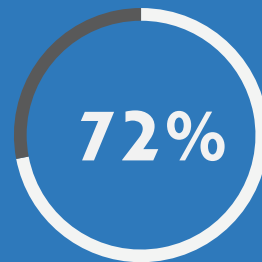
>50% goals achieved 67%

<50% goals achieved 33%

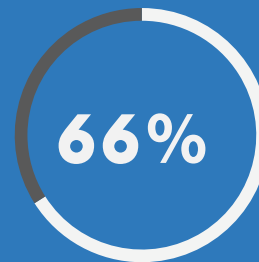


~2/3rd Believe that organizations need to improve in one or more areas in terms handling critical projects

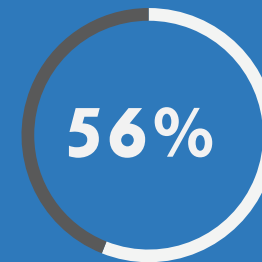
Types of Projects and Improvement potential



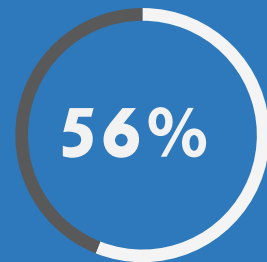
New Policy
Implementation



Technology
Implementation



Regulatory /
Standards-Driven
Change



Location
Movement



Best Practices
Implementations - Lean,
Six-Sigma etc.



Outsourcing



Restructuring - e.g.
Downsizing, Mergers,
Acquisitions

Survey Highlights

Most organizations institute a formal change management process for critical projects

Formal Change Management Followed

53%

Rarely Followed to Not Followed

47%

Yet at least 1/3 of the employees are not aware as to who owns *Change Management* in their organisation

Who owns Change Management at the Airline ?

Business Function Owner

50%

A formal Project Management Office

55%

3rd Party PMs

11%

Not Aware

33%

<50% are aware of project KPIs

Not Sure

48%

No

16%

Yes

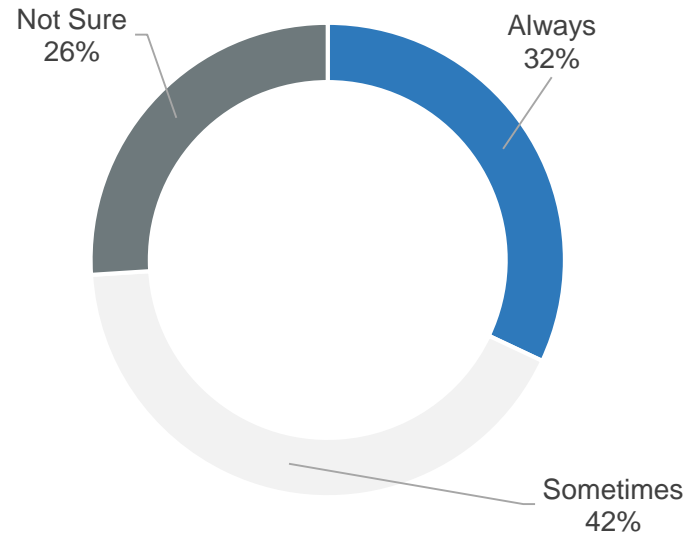
37%



Survey Highlights

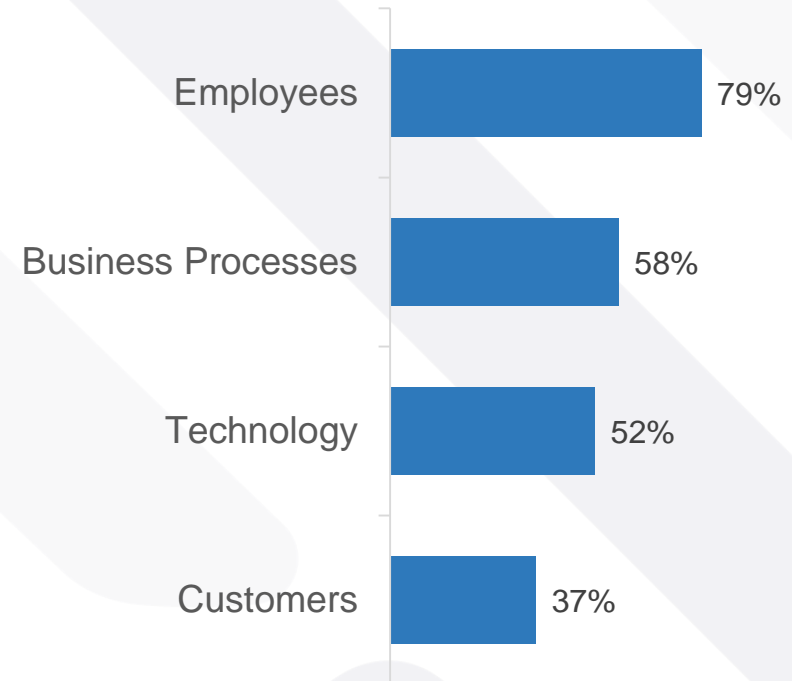
~1/3 of the projects in the industry straddle multiple functions

Do projects involve multiple functions



.....And largely impact employees

In your opinion, what aspects of organisation / business, have the Change Management projects most impacted?



Industry is in the midst of significant disruption

ONE Order

NDC

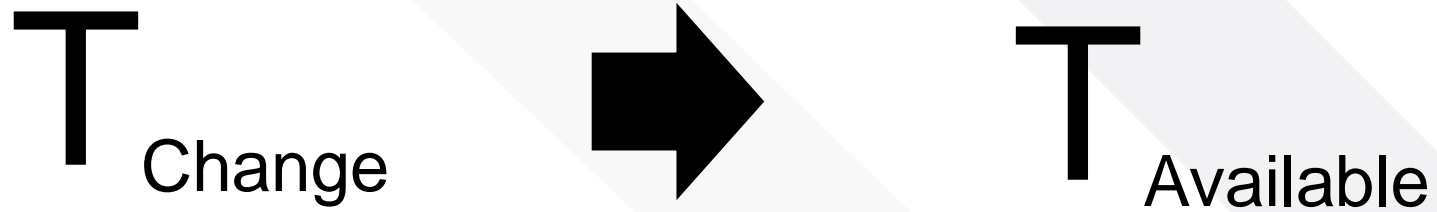
SIS

First & Final

100% E-Ticket



Second Law of Change Management



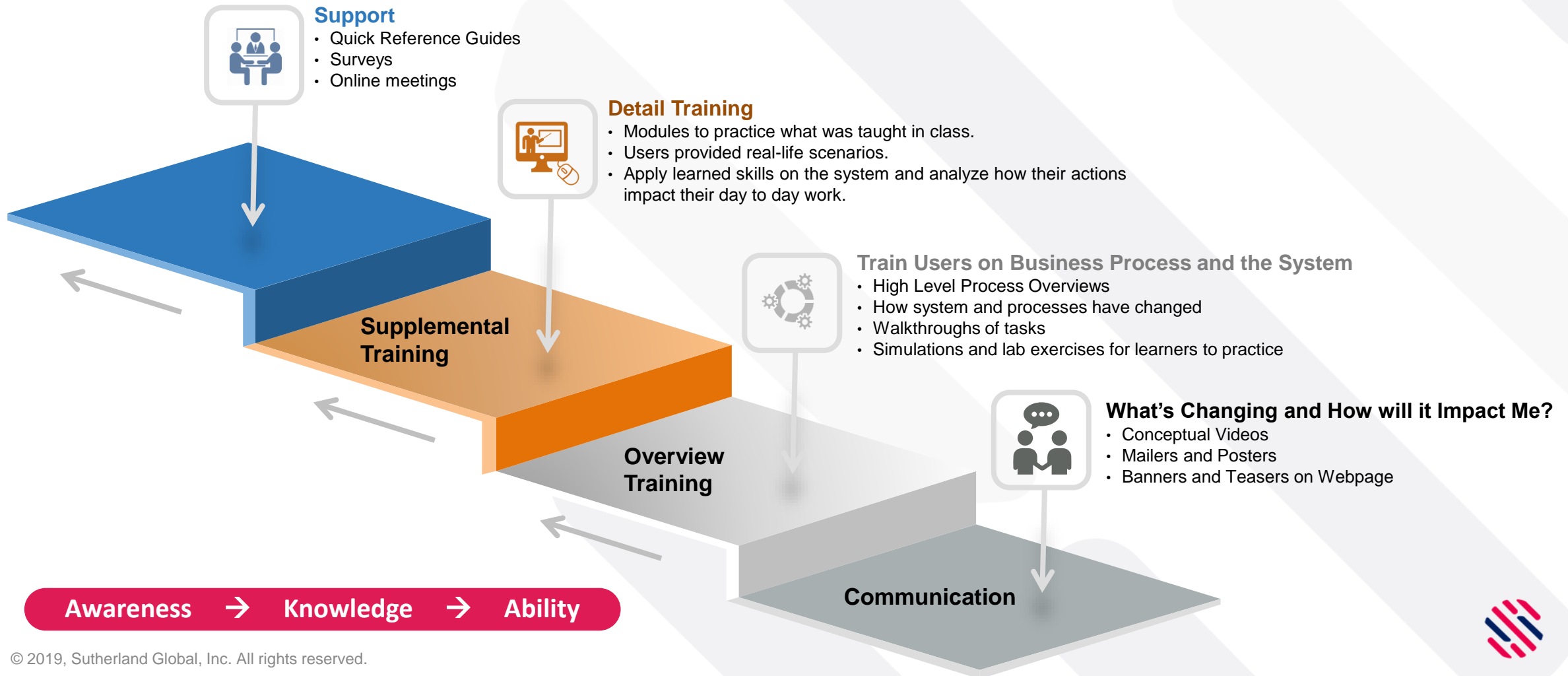
Murphy's Law of Work:
Work at Hand Extends to Time Available



Sutherland's SELECT Framework for Organizational Change Management (1/2)



Sutherland's Framework for Organizational Change Management (2/2)



Key to Success



- **Active and Visible Executive Sponsorship**
- **Change Leaders & Champions**
- **Frequent and Open Communications**
- **PMO / Dedicated Resources**
- **Structured Approach to Change Management**
- **Define and Track Success Parameters / KPIs**

Third Law of Change Management

$$\text{SUCCESS}_{\text{Execution}} \propto \frac{1}{\sum \text{KPIs}}$$



Finance Transformation at a Leading Middle East Carrier

400

Professionals
impacted

~20

Processes Transformed :
AP, AR, GA, DOC, Recon,
Refunds, Audit, PRA etc.

3

Locations

2

Types of Change :
1. Outsourcing
2. Insourcing

Change Management Strategies
Deployed

1. Engaged Senior Consultants to communicate with professionals to be impacted
2. Workshops & Townhalls : Open communication to explain the rationale of Change
3. Deliberated and established a road-map with KPIs and Milestones

-
- 250 Emirati Women were hired and trained on critical processes in 3 months
 - 150 FTE worth outstation finance activities centralized in 3 months
 - 150 HO jobs were restructured with minimal disruption in 30 days



Sutherland

Just over the last 8 years, Sutherland has successfully delivered over 800 complex, multi-location and multi-functional transformation and change management projects. The success is attributed to experienced change management experts and proven change management methodology. Sutherland's proven methodology ensures seamless transformation while proactively identifying and mitigating the potential undesirable effects of the change.

Through its delivery models Sutherland focused on designing efficient and digitally enabled operations, that focus on solving customer problems and on reducing efforts.



Thank You!

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