



## Coca-Cola Hellenic Uses Employee Engagement Management to Drive Positive Shifts in Employee Perceptions across the Globe

### EEM Helps Coca-Cola Hellenic Identify Elements of the Work Experience that Matter the Most to Employees

#### ABOUT COCA-COLA HELLENIC:

- > INDUSTRY: Manufacturing
- > HQ: Athens, Greece
- > OPERATIONS: Currently operating in 28 countries/business units across emerging, developing and established markets
- > EMPLOYEES: 47,500 employees

#### GOAL:

- > To become the undisputed leader in every market it competes via developing excellent people who can solidify customer partnerships

#### APPROACH:

- > Implementation of PeopleMetrics EEM Solution to determine drivers of Engagement and take targeted actions based on results

#### RESULTS:

- > Identified key areas of focus for improving Employee Engagement by country/business unit in 2006
- > Confirmed that perceptions were moving in the right direction in 2007 and identified shifts in employee priorities

**PeopleMetrics client since 2006**

Coca-Cola Hellenic is one of the largest bottlers of non-alcoholic beverages in Europe currently operating in 28 countries/business units. Coca-Cola Hellenic was created in August 2000 with the merger of the Athens-based Hellenic Bottling Company S.A. with Coca-Cola Beverages plc.

With a geographical reach that stretches from Ireland to the easternmost point of Russia, Coca-Cola Hellenic is focused on meeting the demands and local tastes and cultures of all of its markets.

#### The Challenge

Coca-Cola Hellenic's goal is to become the undisputed leader in every market within which it competes. To achieve this, the organization relies heavily on the development of its employees.

As a people-intensive business, Coca-Cola Hellenic puts great emphasis on the implementation of strategies designed to attract, develop and retain the people that can deliver excellent customer experiences.

#### The Approach

PeopleMetrics relationship with Coca-Cola Hellenic dates back to January 2006. Using the baseline data collected in this first wave of the research, key drivers of Engagement were identified and suggested actions were provided to stakeholders at the organization.

Eighteen months after the first EEM wave was conducted (November 2007), PeopleMetrics administered a second Employee Engagement survey to employees globally.

The 2007 EEM survey was designed to do two things: (1) measure for success of actions taken and (2) identify shifts in employee priorities since the baseline wave.

### *How Did It Work?*

Paper and online surveys were made available in 23 languages to 45,000+ employees across 28 countries. PeopleMetrics worked directly with country coordinators to finalize different survey versions and communicate the relevance of this effort across the organization.

The overall response rate was 78%.

### *Taking Action*

In 2007, PeopleMetrics held an Action Taking workshop with managers and HR representatives to give them tools to effectively act on employee feedback.

In 2008, Coca-Cola Hellenic began using the PeopleMetrics EEM Hub. Through this tool, in-country representatives now have access to trended data and the Jumpstart Action Tool, a detailed action planning process, best practices and steps.

### **The Results**

The results from this second wave of the EEM study gave Coca-Cola Hellenic the confirmation that the actions implemented in the previous year had positively impacted perceptions of employees on key drivers of Engagement.

In return, overall levels of Employee Engagement have been on the rise since the implementation of EEM.

Worthy of note, PeopleMetrics also conducted a separate analysis using Coca-Cola Hellenic's own business outcome performance metrics to validate the hypothesis that higher levels of Employee Engagement are linked to higher productivity levels, lower turnover rate and fewer accidents on site.

EEM enables managers and HR representatives to:

- > View department- and site-level results within a specific country/business unit
- > Set performance targets and identify low-scoring areas (areas "in the red")
- > Access trended data to identify shifts in perceptions since 2006
- > Create detailed action and communication plans online

To continue measuring for success, Coca-Cola Hellenic is scheduled to conduct a third EEM wave in 2009.

### **What Does Coca-Cola Hellenic Say?**

*"It's all too easy to get lost in the detail and analysis. What PeopleMetrics did was to keep us getting lost by identifying the engagement drivers that then focused our efforts. From my point of view of managing the Group, this allowed me to ensure we had coordinated action plans and focus across all of our countries on the things that really mattered. Without this the countries probably would have all worked on different areas that really wouldn't have made a difference to driving engagement. And we've seen the results...between the two waves we saw an increase in engagement – if you hadn't told us what to focus on in our actions, we wouldn't have seen these improvements."*

- Bernard Kunerth, Chief Human Resources Officer, Coca Cola Hellenic

For more information or to **schedule a demo**, email [info@people-metrics.com](mailto:info@people-metrics.com) or call: +1 215.979.8030