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Evaluating perceptions and reactions to organizational changes

The case of content marketing management at Philips

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Executive Summary

Organizational change intends to be a mean towards improvement, hence it is a learning process for everyone concerned with it. When a change is being introduced in a complex organization, it affects a significant amount of people. Therefore, it is natural to expect various reactions, depending on the perception that a certain person has about the proposed change.

This qualitative case study will evaluate the relationship between perceptions and reactions of all concerned stakeholders during an introduction of a specific organizational change in the Global Social team of Philips. The researcher was a member of the team starting from late August, to late December 2016; hence, had an opportunity to represent a holistic and naturalistic image of the state of the team.

The main management challenge regarding the change was to understand if the proposed change solves existing issues within the team and company, and how to implement it in the best way possible. Therefore, the objective of this research is to evaluate the link of perceptions and reactions of the team towards the change, and suggest strategic options for implementation. The assessment is done through multiple instruments, including participant observation, individual interviews with each stakeholder, and a focus group with members from the Global Social team.

The findings can be grouped into three themes: main principle of organizational structure, leadership style and collaboration. Throughout the themes the researcher does two things: first, a picture of the current state of the Global Social team is presented; then, what the team perceive as a positive, negative or undesirable elements of the proposed change are discussed.

Finally, the study recommends three strategic options for change management: *transformation*, *realignment* and *no change*. Each of the options has their own set of advantages vs. disadvantages, organizational vs. financial implications, and implementation steps – letting the decision makers and stakeholders to estimate which approach fits the future directions of the team and the company best.

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1. INTRODUCTION

Introducing a change in any environment is likely to provoke a set of reactions from everyone concerned with it. These initial reactions are of significant importance for the overall process of change management, hence the need for understanding them and their context is a key element during a change launch (Coch & French, 1948). The more complex the organizational structure gets, the more detailed understanding is required.

This study looks into a proposed reorganization of Philips' Global Digital team proposed organizational change. The organizational change focuses on a change in structure, which moves end-to-end digital content management in-house. The main goal of the change is to create digital content of higher quality, thus making content the core of the brand's representation (Lieb, 2011).

Although in-house content publishing can be identified as the new trend in content marketing for multinational brands (Benkoil, 2014; Castillo, 2014; Lieb, 2011; lizbedor, 2015; Read, 2016), little empirical research has investigated the individual perceptions of the members of the organizations to the change. Therefore, the results of this study will fill the knowledge gap in understanding the relationship between perceptions and reactions towards an organizational change in a multinational corporation.

This study will provide guidance to future managers in corporations who want to implement content-driven content marketing strategies. More specifically, this research will provide strategic options for change management that can assist the decision making of managers of social media teams in matrix-structured organizations.

1.1. Company background

Philips Royal (Philips), formerly known as Philips Healthcare, is a multinational health-tech company with a mission to improve people's lives through meaningful innovation. The latest strategic shift that the company has undergone three years ago aims to shift the global perception of Philips from a consumer lifestyle company providing range of electronic products, to a health-tech giant that provides integrated solutions to health providers [hospitals, governments, insurance companies etc.] (Philips Royal, 2015). In its latest annual report (Philips Royal, 2015), the Philips Group explains the new division of the company, stating that what were previously known as *consumer lifestyle* and *healthcare* divisions of Philips – are now merging into one company – Philips Royal (Philips), which operates in the health-tech industry.

Meanwhile, the lighting division of the company became an independent company named Philips Lighting. This means, the core business stream of Philips of today has a new set of competitors: the traditional ones (General Electrics, Siemens, Medtronic, Johnson & Johnson); and a set of new ones which comes from the *tech* direction Philips takes: Apple, Google (Philips SPA report, 2016[1]). The two tech giants, Apple and Google, openly attempt to conquer the health-tech market by introducing wearables which track health data, sell products directly to hospitals (Hinchliffe, 2016), sign contracts for collaboration with insurance companies (Hinchliffe, 2016), and open whole life science divisions which innovate solutions on improving diabetes care (Reuters, 2016); entering directly in Philips market. In order to position in this new direction and contend the digitally savvy companies, Philips has formed a Global Digital team consisted of six capabilities (CRM, Analytics, Search, Content, Care, and Social) to take the lead on the digital (tech) aspect of its positioning. This research focuses on a change management problem that one of these capabilities is facing; in particular, it looks into the perceptions and reactions of the Social team to a proposed change in structure.

1.2. Problem background

The Global Social team is consisted of five Social Media Managers (SMMs), an analyst, digital tooling expert and two interns. Its current structure is organized around the role of each member, and the roles of SMMs are divided per social media channel. Hence, the structure is channel-focused, with each person functioning in a separate vertical (See Appendix 1 for visual resemblance). The leadership style of the team is role-based as well, highly decentralized, with each team member managing own stream of work autonomously. These facts require strong communication and collaboration within the team. One of the main responsibilities of the team is directly managing the content shared on Philips' global social channels, and indirectly assuring consistency in brand messaging across the brand's social channels around the world. Additionally, they have few other duties such as supporting other company functions through social *i.e.* sales, communications, employee advocacy etc.

Content-driven social media strategy with focus on thought-leadership has emerged into one of the key differentiation strategies for tech companies around the world (Lieb, 2011). The trend of creating quality over quantity in terms of content goes further by establishing publishing houses "inside" by companies

[1] SPAR – Social Perception Analysis Report, internal document which can be found on the USB the researcher handed in with the thesis

that are winning in digital marketing on global level (Benkoil, 2014; Castillo, 2014; Johnston, 2016; Joseph, 2013; Ilzbedor, 2015).

This urged the current management of the Global Social team to explore options for change in order to produce better content and increase brand's competitiveness. The proposed change is creating a publishing house (Content Creation team) inside of Global Digital that would serve content to all Philips digital capabilities, including Social (See visual representation in Appendix 2). This requires restructuring both in Global Digital as a department, and the Social team. **There is a need to understand if this proposed change will help in addressing existing challenges in the Global Social team, and based on that to formulate what the options for its strategic implementation are.**

1.3. The research objective and main research questions

This study aims to understand the relationship between perceptions and reactions during introduction of an organizational change. It is a case study on the restructuring of the Digital team of Philips, looking further into the Global Social team as an embedded case. First, it will look into the current situation of the Global Social team to assess its structure and its implications on the team's work, then the researcher studies the relationship between perceptions and reactions of the team members to the proposed change and finally, recommends strategic options for change management.

1.4. Demarcation

The demarcation of this study narrows down to the team members of the Global Digital team, with the unit of analysis being members from the Global Social team and social media managers from digital teams in Philips' markets. It is delimited to all team members of the Global social team and SMMs from the UK, Middle East, Africa, France, North America and Latin America markets, chosen as most relevant stakeholders in consultation with the decision makers.

All input given by employees during individual interviews, focus group and as a result of participative observation by the researcher will be included in the project.

What this research will not be able to gather is inputs from team members who were not able to physically attend the focus group session, since its nature requires presence. The input from the interns is also out of scope of this research due to their short-term, temporary role in the team.

1.5. Definition of terms

- *Content marketing* is the production and distribution of multimedia (images, videos, blog-posts, pod-casts, white papers, thought leadership articles) as assets that attract, engage, and retain customers while fostering brand awareness and word of mouth through digital media channels (Saxton & Ghosh, 2016).
- *Change management* is the processes, and techniques to manage the people side of a change in order to achieve set business goal. It also includes the tools that an organization can utilize to assist employees in transitioning towards the changed organization. (Creasey, 2009)
- *Healthtech industry* lies in-between of healthcare and technology industry, and implies focus on healthcare innovations that use modern technologies (digitally connected medical devices). Since 2015 Philips' Healthcare and Consumer Lifestyle divisions merged into one company focused on HealthTech. The third division, Lighting – now exists as a separate company, Philips Lighting (Philips Royal, 2015).
- *Business group (BG)* is a term that describes the internal main business divisions within Philips: Diagnostic imaging, Image guided therapy, Ultrasound, Healthcare Informatics Solutions and Services, Personal Health, Domestic Appliances, PCMS, PHS.
- *Market* – geographically segmented areas where Philips operates; there are seventeen markets in total (listed alphabetically: Africa, ASEAN, Benelux, Central/East Europe, Germany/Austria/Switzerland, France, Greater China, Iberia, Indian Subcontinent, Italy/Israel/Greece, Japan, Latin America, Middle East/Turkey, Nordics, North America, Russia/Central Asia, and UK/Ireland (Philips Royal, 2015)).
- *In-house publishing,* also found as *creative and content marketing studio* (Castillo, 2014), *media house* (Benkoil, 2014), is a way of creating content which allows the company to take full control of its social media offering (Joseph, 2013), by taking over the process of content creation from the hands of multiple external creative agencies, to an in-house team of content professionals (copywriters, photographers, videographers, designers, bloggers, and other contributors).
- *Agency,* also known as digital, advertising or marketing agencies are external companies that specialize in content creation where multinationals outsource digital content production (Sheehan & Morrison, 2009).
- *Social media marketing* is a marketing approach that utilizes social media as channels for various purposes; most commonly used for, according to Read (2016), increasing brand awareness,

engaging with consumers, content distribution, generating leads and sales etc. With the Internet era and access to digital technologies, these media channels attract many organizations, as they are easy to implement, inexpensive and easy to reuse (Soll, 2006), and can lower risk and market uncertainties (Füller and Matzler, 2007). Used as a complementary method to traditional marketing, social media applications are inexpensive in terms of finances, but require a lot of time and human resources to manage their interactive nature. Interaction on social media characterizes with intensity, anonymity, and responsiveness (Bartl, 2006).

- *Adoption of content by markets*, is level of embracement of the content created by the Global Social team by the Social teams of geographically segmented markets of Philips.

2. THEORETICAL FRAMEWORK

In order to frame the focus of work, this research covers main findings of previous academic work, relevant to the theme.

2.1. Change management

Lau and Woodman (1995, p. 13) indicated that each individual determines through his/her perceptual filters whether change is a threat or a benefit: "each individual's unique "schema" of what change is or of what change represents adds to the formulation of attitudes and reactions to change". Organizational change confronts the "way of doing things' resulting in uncertainty and fear experienced by the employees about the potential failure in coping with the new situation (Coch & French, 1948).

Significant amount of studies confirms the correlation between the level of change readiness and the successful implementation and further management of change (Armenakis *et al*, 1993; Todnem, 2007; Jones *et al.*, 2005; Vakola & Nikolaou, 2005). R*eadiness for change* has been defined as 'the cognitive precursor to the behaviors of either resistance to, or support for, a change effort' (Armenakis *et al.,* 1993, pp. 681–2). Jones *et al.* (2005) define it as the extent to which employees see change as a positive thing, *i.e.* change acceptance; for their personal beneficial implications, as well as for the organization. Employees' readiness for change can be described by several variables (Vakola & Nikolaou, 2005): communication; top management commitment; allocation of resources; work relationships; rewards; training; and, level of participation in planning and implementation.

According to Creaseu (2009), change management incorporates the processes, tools and techniques needed to manage the *people side* of a change. The scope of focus of change management is the

affected employees, and it affects at least one of the following organizational elements: processes, systems, organizational structure and job roles.

2.2. Content marketing

Moorman and Day (2016) define marketing organization as "the interface of the firm with its markets and where the work of marketing gets done." In a technology enhanced world where companies face incoming streams of data that are beyond their level of comprehensiveness and capacity to process, Day (2011) suggests a new thinking about the capabilities of the marketing organization: one needs to encourage open marketing that nurtures relationships with those at the limelight of new media and social networking technologies and mobilizes the skills of current partners. Kumar *et al.* (2016) continue to build on this concept by exploring the effect of a firm's initiative to engage with its customers on social media, through firm generated content, over time. They further examine the influence on purchasing behavior that engagement over social media may bring back to the business, stating that the increase of social media communities, studying social media conversations and customer/audience behavior over time contribute to strengthening the brand. Furthermore, firm-created social media content is shown to have a significant impact on functional brand image (Bruhn *et al.*, 2012). This stream of academic literature highlights the value that brand's social media presence obtains for the business, therefore supporting the choice of content on social media as the focal point of this research.

Schweidel and Moe (2014) suggest the information marketing researchers obtain from monitoring social media are dependent on where they "listen"; approaches that either focus on a single social media channel or ignore differences across venues in aggregated data can lead to misleading brand sentiment metrics. An academic thematic exploration of the development of social/digital media marketing captures the literature on the shift in social media marketing approaches throughout the years, stressing the trend of content generation used as a tool for marketers in the period of 2011-2014, and still unfolding (Lamberton & Stephen, 2016). The authors additionally recognize the "frustrating asynchrony" when it comes to academia and practice being out of step. Therefore, this research builds on the references by business leaders, and technology journalists who have closely followed transformations of multinationals towards in-housing publishing (Benkoil, 2014; Castillo, 2014; Johnston, 2016; Joseph, 2013; Lieb, 2011; lizbedor, 2015; Read, 2016). Each of them reports on individual transformation of firm content generation mostly from external outsourcing to creative agencies, to creating internal media publishing houses; furthermore, share lessons learnt from the transformation process.

3. RESEARCH METHODOLOGY

3.1. Research objective and research questions

The research objective is to provide clear understanding the perceptions of the Global Social team's members of the organizational change, their reactions coming from those perceptions, and deliver strategic options for change management.

3.2. Research approach, strategy and design

This is an embedded case study, which allows the case to be approached with high sensitivity and clear direction of since the early stages of the research; the Digital team represents the broader frame, and the Social team is the embedded case. It has been suggested that using a single informant can lead to unreliable results (Benbasat, Goldstein, & Mead, 1987; Phillips, 1981). Therefore, this study interviews multiple informants from different teams in the organization; some of them were actively involved in the initiation of the idea of in-house content publishing, whereas others are not fully informed about the change. This allows different perspectives to be considered for the recommendations, and gives holistic overview of the overall continuum of behaviors. It is a qualitative research that gathers 'deep' information and perceptions through inductive, qualitative methods such as interviews, focus groups and participant observation, and representing it from the perspective of the individual research participant(s).

This study adopts Lester's (1999) classification of findings and discussion, hence they are presented in three chapters: *summary of findings, discussion* section and *implications and recommendations*. It purposefully avoids the term *conclusions*, since it suggest finality, and this study delivers options that contain respective pros and cons, to be chosen by any of the stakeholders relevant in the moment of implementation.

3.3. Population and sample

Theoretically, population of this study is the employees of all multinational corporations that will undergo content marketing shift towards in-house publishing. However, this study will look closely into selected employees through from the marketing team of Philips Royal, purposeful theoretical sampling; more specifically, seven employees from its Global Social team operating from the headquarters in Amsterdam and six social media managers operating from respective geographical markets of Philips.

3.4. Research instrument, data analysis and interpretation

3.4.1 Participant Observation

The field of observation is the Global Social team where the researcher has been contributing as an apprentice team member, allowing being an insider and outsider at the same time. In the duration of the project, the researcher built rapport engaging in collaboration and personal relationships with the participants of the study, capturing an integrated picture of the state of the team. The researcher took written notes on the work processes of the team every Monday since the beginning of the project[2], and mental notes on: the relationships in the team, individual perception of respective job positions and collaboration within and outside of the team.

3.4.2 Interviews

The researcher interviewed each member of the Global Social team through individual one hour long sessions in-person, plus representatives from social teams from six Philips' markets, conducting a total of thirteen interviews. As a preparation for the interviews, the researcher met with the interim lead of the team, the Editor in Chief, and drafted two organizational trees with his help; the first one representing the current structure of the team, and the latter showing the proposed new structure. The writer opened each interview with presentation of the current state, then presentation of proposed new structure, and finally asking a simple "What do you think about this?" as the only question. Structure of interviews is open; giving respondents the freedom to comment on anything they want. Supportive questions, such as "How do you see yourself in this?" and "Do you see this happening?" were asked if the interviewee would pause for a longer period. Find visuals from both structures and their description in Appendix 1 and Appendix 2. Data was analyzed through thematic coding ("bracketing"), starting from a perspective free of hypotheses or assumptions (Husserl, 1970).

3.4.3 Focus group

Focus group hosting five (out of seven invitees) members of the Global Social team was held three weeks after the last individual interview, where the researcher facilitated a session to help the group vocalize their perceptions and reactions as a group. The session ended with participants categorizing the main benefits vs. challenges of the group regarding the proposed change through an exercise called "The good, the bad, the ugly" (See appendix 3 for session outline and Appendix 4 for deliverables).

[2] The written notes are part of the Audit trail and can be found in the "Audit Trail" on the USB that came with the thesis

3.5. Validity and reliability

The research relies on triangulation, taking into consideration more than one side (central team and dispersed teams from the markets) and uses multiple research instruments. Researcher keeps structured audit trail from all interviews, meetings and observations; all informants are engaged in the debriefing of the result after the first round of analysis has been made, to assure validity.

According to Campbell (1963), the main threats to external validity are the selection biases; constructs, methods and confounding; the 'real world' versus the 'experimental world'; and history effects and maturation. Therefore, the researcher's choice of respondents includes informants from all stakeholders relevant to the management problem, to assure whole rounded picture.

This research does not try to establish immense generalizability. It is an applied research, for a certain problem, which will help Philips' digital department to craft a social media content strategy. The final suggestions for improvement can always be used as a benchmark by similar corporations from the industry, and can be used as a reference for other managers who want to install in-house content publishing inside of multinational corporations. However, it should not be assumed that the same reasons for attrition are applicable for all the employees, teams, and functions.

Table 1. Validation techniques checklist

Validation technique	Concerns addressed	Result
Purposive sampling	Bias	Sample coverage addresses most informed and most concerned with change; provides a framework for analysis
Multiple coding	Inter-rater reliability	Refining interpretations or coding frameworks in consultation with supervisor
Triangulation	Confirmation or refutation of internal validity	Refining findings through three different research instruments and multiple data sources

Respondent validation, debriefing	Confirmation or refutation of interpretations	Refining findings through sharing findings with respondents
Audit trail	Mispresented findings	Visible and presentable records of data observation kept
Thick description	Not including relevant information	Description of all methods and instruments used, as well as findings is tracked in writing

3.6. Limitations and ethical concerns

The study records individual thoughts and answers on a sensitive topic, which if not thoughtfully protected may have consequences on the employees' jobs. To prevent this from happening the researcher obliges to keep the anonymity of everyone involved, not using names anywhere in the research including transcripts. This is challenged during the focus group where certain level of trust among the participants is needed to discuss the topic together, which is why the researcher tells the purpose of the meeting in advance, asks for permission to record in the beginning of the meeting and makes sure to gather shareable deliverables written by the participants themselves. The researcher also obliges to protect the rights of free will, privacy, confidentiality, and wellbeing of research participants, and minimize the burden of study participation to the greatest extent possible.

4. RESULTS

The first order level of studying is the structure of the proposed change. The findings found throughout the participant observation and interviews can be split in three main themes: principle of structure, leadership style and collaboration. These were confirmed and validated by the group during the focus group session, too. Matrix with thematic summary of interview transcripts, written record of weekly meetings and results from focus group can be found in appendix.

4.1. Findings

Overall findings can be categorized according to the "The good, the bad, the ugly" exercise where "The Good" describes the perceived positive elements of the proposed change; the stakeholders welcome these elements. The consequence that should follow these statements is reinforcing them. The Bad –

refers to the elements seen as challenging by the stakeholders. The consequential implication is to find ways to improve them. Finally, the Ugly represents the elements perceived as undesirable, not welcomed by the stakeholders. A consequential managerial implication is to something to mitigate them.

4.1.1 Principle of structure

The current principle around which the structure is organized at the moment is channel oriented. This means that each of the social media managers take care of one or two social media channels, taking over all responsibilities related to that channel. These responsibilities include mainly two different streams: content related and capability related. The first one includes activating content on Philips's Global channels on all social networks; operational function which involves: content creation, content activation, community management etc. The latter stream is a function where the team chooses the social tools & platforms that are used for social media, creates guidelines on their usage and scales them up throughout the company, acting as the expert in the process. Few different paradigms on the role of Global Social arise from this fragmentation, whereas the first group values content as the core of social[3], and the latter see social as a platform through which other processes can be implemented *i.e.* selling, or establishing a network of influence through company's employees social presence. Team members however, keep their views to themselves, acting according to them but not openly sharing them with the rest of the team. The working place culture fosters significant *behind the scenes* discussions on burning questions among like-minded colleagues; these discussions vary on topics from work relationships, to ways of working of the team and are never shared openly in formal team meetings. By each team member handling parts of both function streams, the team's structure represents everyone working in a separate vertical, silos.

4.1.2 Leadership style

Leadership and management in the team are not dependent on an official role, but are decentralized, giving autonomy to each member to lead their silos, or channel. For example, the analyst decides what needs to be in the scope of work, and executes on that autonomously. This has been this way since the last official *social lead* (manager of Global Social) resigned one and a half years ago. Hence, during the interviews, the team raised lots of business management related questions regarding the change;

[3] Social here is used to describe Social marketing approach, marketing through social media.

questioning the size and scope of the Content Creation team, relation of theirs vs. Global Social's deliverables, and accountability for the new team's performance.

Similarly to no official management role, the team does not have an official Global Social Media strategy; no distinguished document that would define what is the purpose, objective, deliverables, and ways of working and roles definition of the Global Social team. This leaves all these elements open for interpretation by individual members of the team, leading to a current status quo where views on what Global Social should be about and what should they do, differ significantly from person to person. However, the team has separate documents (like – blueprints for work, and KPIs definitions – for different fragments of their work) formally put in place. From the beginning to the end of this research, the team moved from seeming comfortable with having no official mutual strategy set in place, to demanding more clearance on responsibilities, authority and accountability for next fiscal year.

A discrepancy between the *old* and *new* team members exists, with the first group being actively involved in the creation of all formal and informal rules, and the latter leaning on their job interview and many sliced documents for their job description. Besides the *old members* vs. *new members* clustering, the researcher notices differences within the clusters, too.

4.1.2 Collaboration

All previously mentioned findings mean that the team needs to communicate and collaborate very closely on few levels. There are three types of collaboration mentioned by the participants:

- Intragroup collaboration: necessary in high intensity because of the vertical structure. The nature of work implies lots of overlapping, which means the teams invests a lot of effort in keeping each other up to date. As a result, the Monday meetings intended to discuss content strategy are spent 100% on sharing who has done what in the past week and what is on her/his plate for this week.
- Intergroup collaboration: the capability role of the team means that the team needs to maintain strong relationships with other capabilities from Digital, markets and business groups in order to do its job. This requires part of everyone's time on every-day basis.
- External collaboration: the content role of the team requires that the social media managers and interns put daily efforts in keeping contact with outside agencies. These agencies create content for each Global social media channel, and there is a different agency per channel, each working tightly with the respective SMM.

4.2. Discussion

The main implication of these findings is that the responsibilities, authority and accountability of each person within the team are not in sync all the time. For instance, one is given a new responsibility, and is not sure should she/he be accounted for it; since it is not her/his authority do decide on that. For example, there is a need for someone to take over the management of the partnership with Facebook; since the Facebook social media manager is the only expert on the platform, it is expected that she/he will take care of the new task. However, this management of a strategic relationship requires a lot of effort and time that is not scoped in the role description of the manager, she/he does not have the authority to scope it on her/his own, therefore it is not clear who will be accounted for the credit if all goes well, or take accountability if something goes wrong. In this way, people end up doing things that are not formally included in their scope, thus are not accounted for all the time. The personal reaction to the change is closely related to the perception that the person has about the change.

4.2.1 Perceptions about the change

The fact that significant majority of the interviewees stressed the distinction of the Global Social team into two processes: capability activities and channels maintenance implies that the awareness of the team has increased compared to the first weeks of the research. In the beginning of this process, team members were closed in their own working process, taking new tasks as they come, no matter if they have more to do with content or non-content related activities. At this point of time, the team members distinct between the two and often have preference towards one of the functions; *i.e.* they feel more as a content person (channel maintenance), or more like a platform expert (capability). Looking deeper into the implication of such division one can clearly see the opposite views that these people hold about social marketing. It is not only a matter of capability vs. content preference, but meaningful difference in paradigm, working style, purpose and beliefs. One group believes that *content is the king,* and that providing Philips target customers with well-thought, high quality articles, which contain valuable information that can help them in their every-day lives is a strong, worthy method to use social for. Since social is often the first, most surfaced channel where Philips target audiences see its brand messaging – engaging them in conversations, answering their questions, and sharing knowledge with them will hook them to the brand and shape positive brand perception in their minds. Second group sees social as one of many digital platforms, which can be embedded in various company functions to serve different purposes. For instance, sales representatives can do *social selling* as a sales method using social as a platform; also, *key opinion leaders* – who are people enjoying high influence among Philips

customers of hospital medical equipment – could use social to address those customers, or join the communities where they discuss on social. This latter group seems to see the role of Global Social mostly as trainers, or enablers of social media usage, and leaving the actual activation to the specific function. They tend to see the current content-related activities that the team does as secondary, ancillary activity, whereas the capability jobs are superior to them. How a person perceives the change depends highly on the function they identify themselves more with.

The perceptions of social media managers from the markets are a separate cluster. The physical and organizational distance of markets' has managed their expectations over time. At the moment, they will be content if they receive content from Global teams in time and be updated regularly on the creation progress.

Members from the team tend to see themselves as initiators, contributors or indifferent participants. This was highly noticeable through the self-initiated round-table workshops where every team member would get involved and contribute in the planning, making peer created annual plan for 2017. This action on one hand meant satisfaction caused by higher involvement in deciding the team's future, thus getting more clarity on what is going to follow; but on the other hand it took from everyone's time, pulling people from their every-day jobs to do someone else's (missing manager's) job. Faced with this situation, some members took initiative in leading the process, others acted as contributors and minor part of the team avoided the responsibility to take over part of the planning. The lack of management invokes obscurity, confusion and leads to indefinite "pointing fingers" when an issue arises – having no one to make the final decision. Functioning in this state of *waiting for a manager to arrive* for almost two years, threw the team into a vicious cycle where no one is sure how to react when a new idea, or project is introduced to him or her. The lack of someone to look up to for validation of a stand, or guidance on what to include in their scope of work and what not, or someone to ask for back up when declining or accepting a new project – makes everyone making these types of decisions on their own, motivated by individual interests. Therefore, introducing significant organizational changes such as implementation of in-house content publishing – similarly to the annual planning – may encounter members who will lead the process, some who will contribute and a part that will decline, or sabotage its implementation.

4.2.2 Personal reactions to the change

Majority of the team reacted negatively surprised when the structure was presented to them, but majority also reacted positively on the basic premises of the new structure: cross-capability functioning

and pulling content out in a separate team whereas Global Social can focus on capability activities. This gives the impression that people are willing to accept the idea, they see the benefit of making content of higher quality inside, and organizing around functions instead of channels. However, they do not appreciate the poor communication that follows the introduction of the idea. The current grass-root team structure leans on mutual trust, and informal sharing of all sorts of information; team members tend to closely communicate through informal chat groups after working hours, and people work from the office (vs. work from home) considerably more compared to other teams – since being close to everyone gives sense of security, belonging and being informed. Thus, the level of personal inclusion in the team is very fragile, it is easy to feel excluded, or feel like *missing information*. Therefore, if a meaningful change such as in-house content production is being introduced – it is expected that the communication would be thoughtful, and open for feedback.

The moment where all team members begin to comment the structure, role, purpose, ways of working and deliverables of the proposed Content Creation team in their respective interviews, with no question related to this – shows the way this team is accustomed to work. The period without manager decisions being imposed on them as a team made them see plans as suggestions open for "slicing and dicing" until everyone believes they fit the team; all of them are forward-thinkers and each person has individual standing on where the future of the team should be directed to. They want to be consulted on the process, want their opinion to be heard, be active contributors rather than passive implementers.

A concern that followed every step of each conversation is the lack of resources – namely, if Global Social team members are the ones who should work in both teams until the change's full implementation. The volume of work for the Global Social team has been growing exponentially, and their channel-oriented structure has limited the expansion of the team, both leading to over-worked employees who are stuck in doing too many things all the time, for quite long already. A feeling of desperation for someone with a magic wand to ease his or her workload can be felt in every pore of the team. This team does not seem to be overjoyed to take a leading role in implementation of an organizational change, at least not soon.

5. STRATEGIC OPTIONS FOR CHANGE IMPLEMENTATION

Balogun and Hailey's (2003) model suggests that types of change are distributed in a matrix driven by *speed* and *extent*. Fast but low intensity change requires *revolution* as a strategic approach, whereas fast change of high degree demands *reconstruction*. Slow and low-intensity change manifests through *evolution*, and slow implementation of a change with high extend comes through *adaptation.*

Table 1 Types of change

		Extent of change	
		Transformation	Realignment
Speed of change	Incremental	*Evolution*: Transformational change implemented gradually through interrelated initiatives; likely to be proactive change undertaken in anticipation of the need for future change	*Adaptation*: Change undertaken to realign the way in which the organisation operates, implemented in a series of steps
	Big bang	*Revolution*: Transformational change that occurs via simultaneous initiatives on many fronts; more likely to be forced and reactive because of the changing competitive conditions that the organisation is facing	*Reconstruction*: Change undertaken to realign the way in which the organisation operates, with many initiatives implemented simultaneously; often forced and reactive because of a changing competitive context

Figure 1. Types of change. Adapted from "Strategic Change," by J. Balogun, 2001,

5.1 Transformation

A change that is transformational in nature introduces a new point of view, shifts the existing paradigm of the organization into something different than the status quo. This type of change strikes directly at the organizational culture, which means the main element of the culture of the Global Social team needs to be identified. The findings of this research show that the main principle, and working style of the team characterizes with significant independence, autonomy in the work of each individual. This function, or role-centered leadership plays a core role in the culture of the team, further dictating the structure and ways of collaboration. The proposed change towards in-house publishing challenges this cultural element by introducing structure that organizes around the content, instead of the channel. Namely, instead of hiring agencies to produce content assets ready to be published per channel, the team would get editorial pieces targeted towards B2C or B2B audience; then, it would be the Global Social's team responsibility to create assets for those articles and publish them on the fitting channel.

This move requires change in paradigm of how the Global Social team sees content management. Currently, the decision of – what kind of content needs to be shared, what campaign to be launched next, which events/products have the priority to be featured on the global channels – is in the hands of the social media manager. All SMMs are engaged in daily communication with their personal teams from a different creative agency who treats them as a client; they are the absolute decision maker when it comes to content on social. Furthermore, these agencies have the resources and flexibility to meet all of their requirements. The relationship that an SMM has with an agency is not only business-client one, but also personal, since usually the manager works with one account manager from the agency for years. This means that the SMM can count on the agency's expertise and support when presenting a case in front of other functions from Philips, which is of high importance for a corporative environment. Therefore, introduction of any change that takes away part of the decision making on content management, objects the basic "this is how things are done around here" (Balogun p. 3) premise.

Table 2. Strategic option: Transformation

TRANSFORMATION	
Fundamental shift that cannot be handled within the existing organizational paradigm	
What	✓ Cut strings with agencies ✓ Create one big Content Creation team that creates all content instead of agencies ✓ Leadership is in two streams: lead of social capability vs. lead of content creation ✓ Collaboration among two teams is strong, continuous ✓ Collaboration among internal stakeholders is responsibility of Social team ✓ Collaboration with external stakeholders (agencies) is out of the picture
Organizational implications	❖ Potential dependency people leaving ❖ Intense training of existing and new employees is required ❖ Potential cultural/paradigm clash "old" and "new" teams ❖ Probability for fragile collaboration on all levels ❖ Clear line of leadership long-term ❖ Strong strategic content direction long-term ❖ Requires time to validate new role descriptions
Financial implications	○ Considerable financial investment ○ Requires recruitment of significant amount new experts ○ Stronger software and other tooling investment ○ Long-term pay-off because of high quality content

There are two types transformation: evolution and revolution – each with its set of pros and cons.

Table 3. Approaches to transformation

TWO TYPES OF TRANSFORMATION:	
EVOLUTION	REVOLUTION
Incremental	Big bang, big changing at once
Grassroots	Top-down
Slow	Quick
Everyone makes decision	Top management decides
Proactive	Reactive, forced

Evolution is the incremental approach, which transforms the organization towards the desired position over longer period of time. In this case, the implementation of the transformation through evolution would take three years, where the team needs to go through a sequence of steps:

1. Let the employees know that a change is going to happen and set a date when it needs to be fully implemented;
2. Hear their input on what kind of change needs to happen and structure it together;
3. Launch across company training in key areas on new structure;
4. Assign people from the current team as responsible for different parts of the change;
5. When change happens – employees feel ownership of part of the success.

Main benefit is that it considers input from all stakeholders and the risk for change rejection is minimal because it takes the ongoing team culture as a starting point and transforms is towards the desired state gradually, consulting with the employees in the process. Main challenge on the other hand is the significant possibility that the initial plan would change along the way, because of high possibility for role re-validation over time and continuous feedback from all stakeholders. Also, the approach cannot be used where a *quick fix* is needed, since its implementation takes from three to five years, with the first phase is having the group proactively aspire to a change.

Revolution on the other hand, is an option where transformation needs to be implemented quickly. It is a top-down approach, thought of and implemented by the management. It does not necessarily include every team member's opinion on the direction of the change, but the results from its implementation can be noticed faster. It requires recruitment of significant amount of new people at once, putting them in the heart of the organizational culture. This approach assumes that its faster to transform the organizational culture by changing the people who do not fit the envision and hiring new people who

start with that new cultural concept from the beginning. These are the steps through which it is implemented:

1. Build a strong case which supports the proposed structure
2. Lobby/advocate case to upper management
3. Create an implementation strategy
4. Present change to team: ask who wants to join new team, introduce new roles requirements to the rest
5. Bring new people in for creation of new team
6. Change happens with new people who have fresh perspective and supportive of your vision

Main benefit is quick implementation, hence quick results and assessment if the change is working. Main challenge is the intragroup and intergroup communication and collaboration because a bold step that goes around the current Global Social team means people will affectionate their emotions and reactions in the working place.

5.2 Realignment

Realignment does not aim to change the basic cultural premises of an organization, but restructures it to fasten, optimize processes. In this case, as we have identified that the core element of the team's culture is the autonomy of Global Social members to manage the content management process from start to end, the realignment options will not challenge that. Instead, this approach builds on that moment and invites current members to choose which function they prefer better between capability and content related activities. Since this division is already quite clear, it should be expected that team members would make this choice if assisted thoughtfully and sensitively by the management. The people who choose content over capability will be working on end-to-end content marketing. This means that the Creative team proposed in the initial structure sits inside of the Global Social team, and the Editor in Chief reports to the Social lead. The main benefits of this approach is that every member of the team does what they are best at doing, clear responsibility and accountability for each individual is set objectively based on their precisely scoped role, the expertise of existing employees is acknowledged building on already existing Philips digital legacy, and overall quality of content marketing is higher.

Table 4. Strategic option: Realignment

REALIGNMENT	
Realigns existing operations for higher efficiency, competitiveness, quality	
What	✓ Divide people from current Global Social in two exclusive (who is in one cannot be in the other) teams: content and capability. ✓ Make content people manage process of content creation + activation. ✓ Make capability people manage relationships/collaboration with markets. ✓ Manager makes sure they communicate/ collaborate among each other effectively
Organizational implications	❖ Potential dependency people leaving ❖ The expert for a social platform and the person who manage content for that account may not be the same person ❖ People need to choose between the things that they do at the moment ❖ Intragroup collaborations is weakened, but intergroup and external are stronger ❖ Double leadership line: SMMs report to EiC and Social Lead ❖ Requires time to validate new role descriptions ❖ Content Creation stays as part of Social, same people are divided in content vs. capability
Financial implications	○ Considerable financial investment ○ Stronger software and other tooling investment ○ Long-term pay-off because of high quality content

Based on the available time frame, there are two strategic options to implement realignment in this case:

Table 5. Approaches to realignment

TWO TYPES OF REALIGNMENT:	
ADAPTATION	RECONSTRUCTION
Incremental Grassroots Slow Everyone makes decision One line of management – Editor in Chief reports to Social Lead Content creation is inhouse	Big bang, big changing at once Top-down Quick Gains quick competitive advantage/results Top management decides Content creation is still outsourced to agencies

The main difference between adaptation and reconstruction besides implementation time is that reconstruction keeps the agency-client system for content creation. Adaptation on the other hand, forms a publishing house inside of Global Social over the period of 3-5 years. The difference between this content creation team and the one discussed in *evolution* approach is that this one does not change the leadership culture – it leaves the current content people in charge of end-to-end content management process. Understandably, as new people join the team, their principles of work would change over time, but they will be in charge of social content during the implementation of the change. Following are the steps that this research recommends to be taken for implementation of change management through adaptation:

1. Let the employees know that a change is going to happen and set a date when it needs to be fully implemented;
2. Hear their input on what kind of re-organizing would fit what the team already does best;
3. Define responsibilities, authority and accountability of each person's role in consultation with them. Make sure roles are independent, and function-exclusive (who does content can't do capability);
4. Empower Content People to make the strategy for the new team;
5. Assign these people to be managers per type of content B2C/B2G/B2B, give them freedom to recruit the team of creative and have autonomy to request additional resources.

Restructuring is a *quick fix* and can be a good first step of any transition towards in-house publishing. It does not include inside publishing per se, defines responsibilities, accountability and authority inside of the Global Social team in a precise way; it is implemented in one year, which makes it a solid option for piloting any change. Every role can be re-validated accordingly after the pilot. This approach does everything same as the adaptation, except it keeps the agency-client business relationship for content creation.

1. Build a strong case, which supports the proposed structure out of already, existing discussions within the team.
2. Lobby/advocate case to new Social Lead
3. Present change to team: ask everyone to choose content vs. capability, introduce new roles requirements to content people
4. The Content People are reporting to the Editor in Chief only, and he reports to Social Lead.

5. Assign these people to be managers per type of content B2C/B2G/B2B, give them freedom to choose and manage their agencies.
6. Change happens because of vision of editor in chief.

5.3 No change

Finally, this research sees no change implementation at all as a valid strategic option as well. Solid progress in awareness of the Global Social team about its current ways of working is noticed during the time of this research. Global Social members are already aware that something needs to happen, and Social Lead is coming in 2017 – leaving the team to organically find a solution in form of a change proposition should be a strongly considered option.

NO CHANGE	
Leave it up to the team to organically develop the proposal for a change, including structure.	
What	✓ Leaves decision up to team ✓ Build a case that quality content brings more results – pilot creating better content through your current work ✓ Present results to team and Social Lead ✓ Leave it up to the team to decide how to achieve those results on team level.
Organizational implications	❖ One person does not initiate change, but team organically evolves. ❖ Certain people from the team become leaders of change within the team by taking initiative on managing the change ❖ Team influences new Lead to support their vision for change ❖ Intragroup collaboration strengthens
Financial implications	○ Time and effort consuming ○ Stronger software and other tooling investment ○ Long-term pay-off because of high quality content

Table 6. Strategic option: No Change

6. FUTURE DIRECTIONS

A natural progress on the managerial side of things would be to convey the strategic options that this study conveys across the team. The researcher recommends open communication, and announcing an official future direction of the team as soon as possible, since any further prolonging of this step may change the current perception of team members, thus compromising the current findings of the research. The team notices positive trend of acknowledging its working challenges and within team collaboration issues, and no reaction for a longer period of time may lead to the team taking a different

direction that does not comply with the proposed change. On the other hand, open sharing and asking for feedback will encourage every team member to feel ownership of the process of change.

Academic suggestions for future research may be performed on company level – studying the perceptions and reactions of other Digital capabilities from Philips. In this way, a multi-case generalizability can be claimed. Also, a longitudinal study performed with the same group of participants after the change is implemented may give useful insight on the differences between the reactions to a perceived change and an actual one. Additionally, a qualitative research of readiness of change in a multinational that plans to transform digital content publishing in-house, may provide further insight on the current working paradigm of content marketers.

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EPILOGUE

Critical reflection

This research is the final product of an intense learning curve that represents the turning point in my life. At the moment when I arrived in Eindhoven, joining the sixth semester of the IBMS program, I thought I knew exactly what to expect. I considered myself a well-travelled, ambitious young professional, who is open-minded enough to fit quickly in any kind of environment. I did not think twice when I got the opportunity to join the double-degree program at Fontys: I left a full-time professional engagement on a marketing position in a progressive software development company, a dream position for many of my colleges from the E-business program from the Faculty of Economics, Skopje. Furthermore, I left my university, roommate, local NGO where I volunteered daily, all clubs I was part of, closest family and friends – everything temporarily put on hold. Leaving so many levels of comfort zone at once would raise some red flags, but I kept convincing myself that it couldn't be THAT different *there*.

Since then – followed three semesters that have been an emotional and learning roller coaster; they challenged my personal and professional self, permanently building new layers of identity on me. Fontys University of Applied Sciences has shifted my learning paradigm from "listener" and "reader" to "initiator" and "doer", building practical skills on top of all the literature and theory I had read through out my career as a student until then. This has not been an easy path – I experienced my first failed exam, few cultural shocks and many misunderstandings of the Dutch educational system. The final result is highly beneficial though - the professors and teachers thought me to see the world through the lenses of a researcher, and equipped me with the necessary skills to ask the right questions and have the right professional attitude at my future job.

This has been extremely useful during my internship experience at Philips. On top of that, I had the immense privilege to have the hands-on guidance of Annisa Arishti, incredible manager, who took me by the hand and helped me make all the connections needed to make the writing of this study possible. Contributing to the work of the marvelous Global Social team has been an invaluable experience for me, a learning process that stimulated my professional and academic progress. It was also overwhelming at times – achieving a sense of belonging to the team, contributing enough to feel the impact of my work and make an applied research on a management problem of the team – all simultaneously – required a lot of energy. I invested immense efforts every day in managing my time, to have just enough to make a difference in the team's daily performance and do some research work at the same time. And it has

been an incredibly rewarding experience: I ended up making friends with admirable people, picked their brain on all sorts of professional dilemmas and formed my brand new work family, a first one in the Netherlands.

As I have previously worked in the non-profit sector, and in a small company, this has been my first working experience in a corporation – thus closing a diverse job experience cycle for me. Understanding how a multinational works has been a learning story on its own; a story that thought me patience and networking are important skills to invest in.

Overall, I am grateful that I made the step of joining first Fontys, and then Philips, since both experiences have enriched me as a person. I know more, I am capable of doing more and I feel that I understand people around me better compared to only a year ago, and that makes me feel utterly honored.

Thesis supervisor evaluations

1st EVALUATION GRADUATION PROJECT	
Student:	Magdalena Manevska
Company:	Philips
IBMS supervisor:	N. Kwanjai
Date:	03-10-2016

	Excellent	Good	Average	Bare Pass	Fail
OVERALL ASSESSMENT OF STUDENT PROJECT MANAGEMENT PERFORMANCE (code: 2263IP8PRO):		X			

REMARKS/SPECIAL CIRCUMSTANCES

- Magdalena was highly self-disciplined and matured in her management of the project so far.
- She has assimilated herself well in the organization and communicated well to me the context and issues there. With that, we were able to work out a constructive project that combined effectively the practical value and academic merit.
- She has gained my full trust in both her academic competence and professional conduct.

(Please turn over for detailed assessment)

Evaluation Professional Behavior:

	Excellent	Good	Average	Poor	Cannot say
Knowledge & Understanding: The student demonstrates a solid theoretical background; is able to choose adequate theoretical models and tools.	X				
Research skills/critical thinking: The student is able to ask the relevant research questions and to design a research.	X				
Research skills/critical thinking The student is able to come up with informed judgments; keeps a focus on the core issues, reviews the situation from different angles.	X				
Communication: The student can speak and write business English proficiently.	X				
Communication: The student is able to professionally participate in meetings and presents ideas and results in a professional way.	X				
Creativity/problem solving: The student demonstrates originality and inventiveness in his approach and puts forward his own solutions to the problem.		X			
Creativity/problem solving The student identifies creative but plausible solutions and takes financial and organizational consequences into account.		X			
Project management/pro-activity: The student is able to organize his work in a planned and well-structured manner and is always well-prepared.		X			
Project management/pro-activity The student takes initiative, is pro-active and works independently, reacts adequately to feedback.	X				
Organizational sensitivity/collaboration: The student has an adequate overview of the problem for the organization, is sufficiently critical towards the organization.		X			
Organizational sensitivity/collaboration: The student understands the formal and informal culture of the company, asks support and input from others.		X			
Learning skills: The student is able to set personal learning objectives and can be self-critical. Asks for feedback and is willing to learn.	X				
Overall score:					

REMARKS:

2nd EVALUATION GRADUATION PROJECT	
Student:	Magdalena Manevska
Company:	Philips
Company Mentor:	N. Kwanjai
Date:	05-01-2017

	Excellent	Good	Average	Bare Pass	Fail
OVERALL ASSESSMENT OF STUDENT PROJECT MANAGEMENT PERFORMANCE (code: 2263IP8PRO): **FILL IN MARK 1-10 !**	9.0				

REMARKS/SPECIAL CIRCUMSTANCES

The grade I stated above reflects my assessment of the student's professional conduct during the entire process. My reasons are as follows:

- Magdalena continued to be highly self-disciplined and matured in her management of the project; in fact, she has developed her project management skills further by recognizing and adapting to my supervision style. Towards the end of the project, our collaboration has improved further as a result.
- Magdalena received feedback accurately and constructively and always incorporateD my comments to further improve the project, without compromising her own judgment. I see this as a very positive evidence of her professionalism.
- She has fit herself so well in the organization that she has been offered a position at Philips, which is a compliment to her as well as IBMS. However, this came at a price of her having to perform extra assignments for the organization, which demanded extra time and effort. We worked out a good solution for this situation by incorporating her extra assignment as part of the graduation thesis (i.e. participant observation role). She carried out this solution very well and made it a perfect compromise between practical and academic needs.
- Despite time constraint towards the end of the project due to a death in family, she managed to meet the deadline without compromising the quality of her work.

Evaluation Professional Behavior:

	Excellent	Good	Average	Poor	Cannot say
Knowledge & Understanding: The student demonstrates a solid theoretical background; is able to choose adequate theoretical models and tools.	X				
Research skills/critical thinking: The student is able to ask the relevant research questions and to design a research.	X				
Research skills/critical thinking The student is able to come up with informed judgments; keeps a focus on the core issues, reviews the situation from different angles.	X				
Communication: The student can speak and write business English proficiently.	X				
Communication: The student is able to professionally participate in meetings and presents ideas and results in a professional way.	X				
Creativity/problem solving: The student demonstrates originality and inventiveness in his approach and puts forward his own solutions to the problem.	X				
Creativity/problem solving The student identifies creative but plausible solutions and takes financial and organizational consequences into account.		X			
Project management/pro-activity: The student is able to organize his work in a planned and well-structured manner and is always well-prepared.	X				
Project management/pro-activity The student takes initiative, is pro-active and works independently, reacts adequately to feedback.	X				
Organizational sensitivity/collaboration: The student has an adequate overview of the problem for the organization, is sufficiently critical towards the organization.	X				
Organizational sensitivity/collaboration: The student understands the formal and informal culture of the company, asks support and input from others.	X				
Learning skills: The student is able to set personal learning objectives and can be self-critical. Asks for feedback and is willing to learn.	X				
Overall score:	9.0				

REMARKS:

Company mentor evaluations

Fontys
University of Applied Sciences

COMPANY MENTOR

1st EVALUATION GRADUATION PROJECT: Plan of Approach	
Student:	Magdalena Manevska
Company:	Philips
Company Mentor:	Annisa Arishti
Date:	02 October 2016

Plan of approach:	**Excellent**	**Good**	**Average**	**Poor**	**Cannot say**
The problem background and context of the problem situation are clearly formulated and the problem definition is succinctly summarized.		X			
The objectives and deliverables are clear, realistic and feasible and in line with the expectation of the company.		X			
Research questions and research design are appropriate		X			
Plan is well written, to the point and concise, lay-out and design are well cared for.		X			
Overall Evaluation Plan of Approach:		X			

REMARKS:

I'm pleased that Magdalena has taken this angle/topic, as social team knows and poised to experience fundamental changes. Roles have developed without strong leadership and direction. The team members have different personal assumption on when and how the change will happen. As much as I see a proposed structure is needed, I'd like her to focus also on what do the social team need to have/prepare to meet any recommended change.

(PTO)

Evaluation Professional Behavior:

	Excellent	Good	Average	Poor	Cannot say
Knowledge & Understanding: The student demonstrates a solid theoretical background; is able to choose adequate theoretical models and tools.		X			
Research skills/critical thinking: The student is able to ask the relevant research questions and to design a research.	X				
The student is able to come up with informed judgments; keeps a focus on the core issues, reviews the situation from different angles.	X				
Communication: The student can speak and write business English proficiently.		X			
The student is able to professionally participate in meetings and presents ideas and results in a professional way.		X			
Creativity/problem solving: The student demonstrates originality and inventiveness in his approach and puts forward his own solutions to the problem.		X			
The student identifies creative but plausible solutions and takes financial and organizational consequences into account.		X			
Project management/pro-activity: The student is able to organize his work in a planned and well-structured manner and is always well-prepared.		X			
The student takes initiative, is pro-active and works independently, reacts adequately to feedback.	X				
Organizational sensitivity/collaboration: The student has an adequate overview of the problem for the organization**,** is sufficiently critical towards the organization.		X			
The student understands the formal and informal culture of the company, asks support and input from others.		X			
Learning skills: The student is able to set personal learning objectives and can be self-critical. Asks for feedback and is willing to learn.		X			
Overall score:		X			

REMARKS:

In general, the internship has been smooth and positive. Magdalena fits very well in the team, and has been showcasing proactivity and collaborative initiatives. I've assigned her onto a more B2B stream and I can see that this fits her interest as well.

Note to improve: when providing observation, I'd like to see a more succinct general update on how projects are progressing and what to zoom in on problems so they can be handled efficiently. As a manager I'd like to see a clearer progress and whether mitigation/escalation is needed and if yes what would be the proposed routes..

Fontys
University of Applied Sciences

COMPANY MENTOR

FINAL EVALUATION GRADUATION PROJECT: Plan of Approach	
Student:	Magdalena Manevska
Company:	Royal Philips
Company Mentor:	Annisa Arishti
Date:	7 Jan 2017

Plan of approach:	**Excellent**	**Good**	**Average**	**Poor**	**Cannot say**
The problem background and context of the problem situation are clearly formulated and the problem definition is succinctly summarized.	X				
The objectives and deliverables are clear, realistic and feasible and in line with the expectation of the company.	X				
Research questions and research design are appropriate		X			
Plan is well written, to the point and concise, lay-out and design are well cared for.		X			
Overall Evaluation Plan of Approach:	X				

REMARKS:

Our social team is facing an imminent change, when and 100% clarity of how this will be carried out in 2017 is still to be determined. I discussed this angle during Magdalena's interview, and I'm pleased that she selected this topic, as social team needed the starting point to talk about the change.
Magdalena's research and presentation (from an objective outsider view) has helped to start and maintain conversations within the team, to start thinking: yes we will and need to change, but what do we need to prepare and have before hand? The documentation is clearly structured and defined; I have no doubt that Magdalena's research and report will be beneficial to the team.

(PTO)

Evaluation Professional Behavior:

	Excellent	Good	Average	Poor	Cannot say
Knowledge & Understanding: The student demonstrates a solid theoretical background; is able to choose adequate theoretical models and tools.	X				
Research skills/critical thinking: The student is able to ask the relevant research questions and to design a research.	X				
The student is able to come up with informed judgments; keeps a focus on the core issues, reviews the situation from different angles.	X				
Communication: The student can speak and write business English proficiently.	X				
The student is able to professionally participate in meetings and presents ideas and results in a professional way.	X				
Creativity/problem solving: The student demonstrates originality and inventiveness in his approach and puts forward his own solutions to the problem.		X			
The student identifies creative but plausible solutions and takes financial and organizational consequences into account.	X				
Project management/pro-activity: The student is able to organize his work in a planned and well-structured manner and is always well-prepared.		X			
The student takes initiative, is pro-active and works independently, reacts adequately to feedback.	X				
Organizational sensitivity/collaboration: The student has an adequate overview of the problem for the organization**,** is sufficiently critical towards the organization.		X			
The student understands the formal and informal culture of the company, asks support and input from others.	X				
Learning skills: The student is able to set personal learning objectives and can be self-critical. Asks for feedback and is willing to learn.	X				
Overall score:	X				

REMARKS:

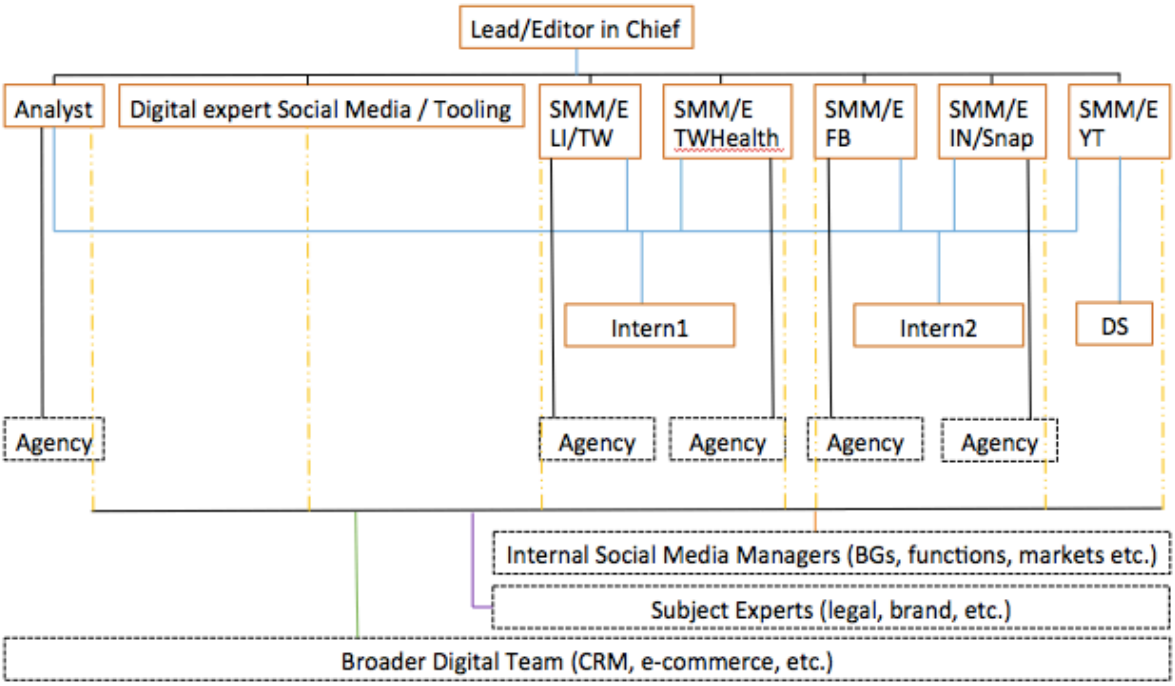
I really appreciate all the work and contribution that Magdalena has done the past 6 months. She has been part of the team since the beginning; she's proactive, smart and a team contributor. She's keen to learn about the company, industry and the team. I assigned her to support me on the more B2B stream, and I can see this aligns with her strength and interest. During the internship she has demonstrated creativity, focus; I can see solid improvement in problem identification and solving; which has helped me and the team to execute B2B programs smoothly.

Magdalena is passionate in what she does and delivers, my advice would be for her to identify when and how she should flag obstacles in her work and ask for help, be it overload or tight deadlines that need to be focused on. Everyone at Philips is, somehow, always busy but if issues are flagged and communicated, as her manager/mentor, I can step in and help her efficiently. She has contributed great work for the team and myself, so it is important for me to make sure that Magdalena can gain experience and access as much as possible successfully from the team and company so she can say ''I experience/learn this and this from Philips.'' Again, flagging support and problems timely is useful for me as her manager

to further help her to deliver her tasks.

APPENDICES

Appendix 1: Current Structure of the team



The main idea this structure represents is that the team functions in vertical siloes, there's no standardized way of communication between Global Social and other Social Media Managers (it's based on ad-hoc communication with an individual from the team) and 4 different agencies are included for content creation.

All roles presented in structure are defined as it follows:

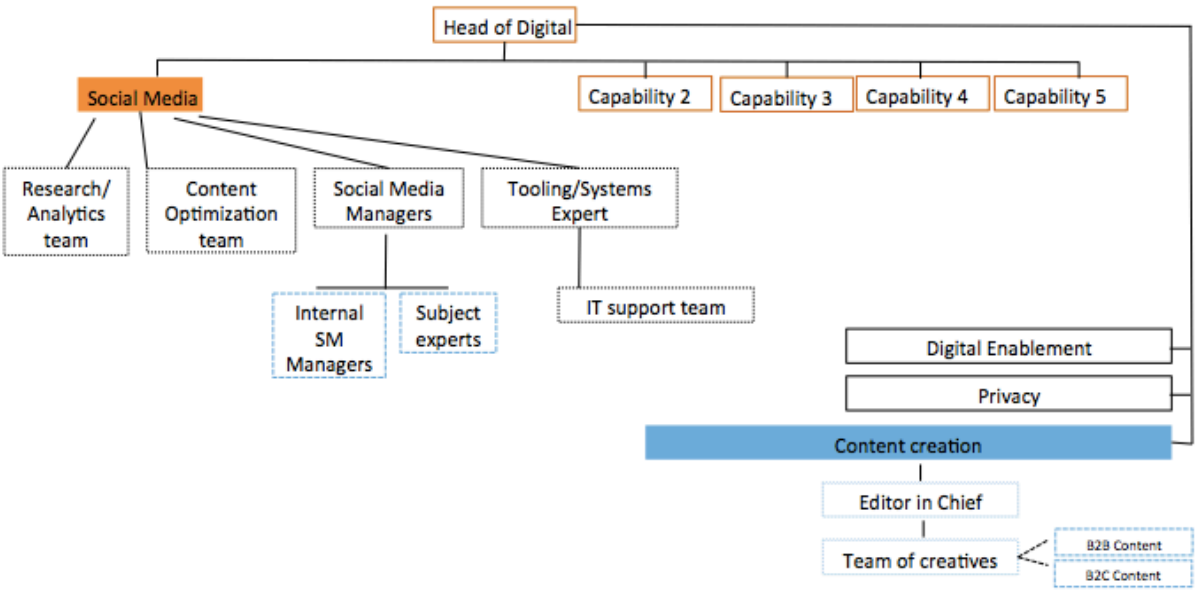
- Analyst - person who reports on the performance of each Global Social Channel (during campaigns and always-on content[4])
- Digital Expert SM/Tooling - person who chooses what software for social content publishing, listening, reporting etc. will be used, and works to scale its use across the company.
- Social Media Manager/Expert (SMM/E) – person who manages the content creation, activation and optimization according to performance on a Global Channel + is an expert for the specific

[4] Always-on content - posts/tweets on each channel that are not related to a campaign, but are posted on regular daily basis to assure continuous presence of Philips in the Social media space. Goal of the content shared in this way is to shift the perception of Philips towards Health-Technology giant.

social platform that she/her works on , maintains a direct contact/relationship with a team from the platform, and is responsible to share this knowledge with SMMs from the markets/BGs.

- Agency – a team outside of Philips where content creation is outsourced.
- Intern – person who helps each of the team members with their workload and learns.
- Internal Social Media Managers – SMM managing market channels, or if they don't own a channel – they are the ones responsible to share social appropriate content on the Global channels, in coordination with the Global SMM/Es.
- Subject Experts – teams who need to give an approval for each piece of content before it's published due to high legal restrictions in the health industry.
- Broader Digital Team – there are 11 more capabilities who function under the Head of Digital (CRM, Search, .Com, Analytics, eCommerce etc.)

Appendix 2: Proposed Structure of the team



The content creation function is taken out of the Social team; hence, a new team is created. Content creation team is a team that allows production of digital content across capabilities in the digital team.

Main feature of this new team is that it functions cross-capabilities.

The team consists of an Editor in Chief, who is in regular communication with content representatives from all teams and creates an overall digital calendar together, and a Team of Creatives [copywriters, videographers, designers, photographers etc] who create the content.

This new structure reflects on the Social capability. Now the team would have a Research/Analytics team (to listen, monitor and report on content performance on Global Channels), Content optimization team (designer + copywriter who will take the raw content materials from the Content Creation team and optimize them for the social channels), Social Media Managers (focus on strengthening relationships/share content with SMMs from markets and BGs) and Tooling/Systems Expert who works with an IT support team to assure all supportive software is up an running at all times.

Appendix 3: Focus group session outline

INTRO:

1. Tell the objective

Discuss and figure out as a group:

- What do you think the change is about? What do you interpret the change to be about?
- What do you think about that? What is your reaction to that?

2. Introduce roles:

- My role (researcher): collect the fact, record it
- Your role (participants): give me the fact

Fact is what in your mind the change it is.

This session is an exercise to get to the fact.

3. Say what am I going to do with the outcome.

- I will put the facts you shared with me in a report.
- I will draft strategic recommendations based on that. They will take the form of options, containing pros and cons, and will be distributed to all stakeholders - including each of you - look at them and decide what will you do further.

I'm approaching this as a researcher, reporting to the academic community - my professors.

The first level order I study is **change**, the phenomenon of change. I use this particular possible change as an example, a case.

FINDINGS:

Global theme is structure, way of doing things, handling social media activities based on structure

I summarized our individual conversations and noticed three major things:

1. Principle of the current structure: organized around function and role (channel); give examples for view other structures (around format, content)
2. Leadership - not based on role, but based on function
3. Three types of Collaboration - within team (intragroup), company internally (intergroup) & Externally

CONSEQUENCES:

What is the consequence of this?

In terms of responsibility, authority and accountbility - they are not completely in sync at the moment.

1. Responsibility: what are the responsibilities of each of you
2. Authority: what is your authority to decide on this
3. Accountability: what are you accountable for, are those the same things that you have responsibility to do

ASK PARTICIPANTS:

1. What do you interpret the change to be about, with these three things in mind (responsibility, authority, accountability)?
2. What is your personal reaction to that?

Appendix 4: Findings from focus group

Figure 2: Visual evidence from the focus group

Quotes from the answers that the group gave on the two questions

1. What do you interpret the change to be about, with these three things in mind (responsibility, authority, accountability)?

2. What is your personal reaction to that?

- Help prove the value of Global Social internally in the company
- Feels like Content Creation is seeking not needed independence - it's one of our functions that wants to remove itself
- Separating content from social doesn't make sense
- New team probably creates some content - not all of it
- I'm happy the change proposal is still theoretical
- Well not that theoretical - there are discussions behind the scenes
- Nothing's happened yet - New Social Media Lead will come with a vision & mission.
- Who is going to do what?
- Who gets to define responsibility, authority and accountability?
- If we get a new manager, everything will be fixed
- We need some leadership to make the call
- Right now, I'm doing many things that are not documented in my scope of work
- I'm overwhelmed - need someone to tell me what to stop doing
- Team meetings will stop being update on what everyone is doing - and show us the direction where we're going
- A manager should see our vision and take it further
- Leading this team = individual responsibility + general direction/objectives from manager
- We need a Strategy for Global Social
- I hope for someone to set priorities
- I want to be acknowledged
- New structure would help in a limited way - taking some of the responsibilities and accountability for content
- I'm happy to see a B2C box in there
- If someone from the team plans a structure on their own - that structure is not considering everyone's opinion
- It doesn't address all current challenges
- it doesn't tell me in which box will I work
- Needs to be actively and sensitively managed
- Talk with everyone from the team

Deliverables of “The Good, The Bad, The Ugly”

The Good – describes the perceived positive elements of the proposed change; the stakeholders welcome these elements. The consequence that should follow these statements is reinforcing them.

The Bad – refers to the elements seen as challenging by the stakeholders. The consequential implication is to find ways to improve them.

The Ugly – the elements perceived as undesirable, not welcomed by the stakeholders. A consequential managerial implication is to something to mitigate them.

THE GOOD

- Opens the door to quality "Content Marketing"
- B2C content work being done
- More colleagues = more resources + experts
- We can work on clear timelines on production
- (Hopefully) better + scalable easily adopted content will be produced
- Showcases how social + content work with other capabilities

THE BAD:

- Lack of clarity on relationship with other capabilities, markets & BGs
- Lack of clarity on RACI model - responsibility, authority, accountability
- Shouldn't content sit under Communications? (not digital)
- Slow implementation process (solution --> go agile)
- Responsibilities won't be clear since the beginning (solution --> create job requirements, roles, organogram)
- Confusing name - area of focus (solution --> name it DIGITAL EDITORIAL TEAM)
- Who will keep content team in check? to deliver right content?

THE UGLY:

- Team doesn't get the resources to do good work
- Not enough reorganisation planning means people's roles are changed without consultation
- There won't be enough resources for experts hiring so team will contain juniors

- We are not ready to accept the change in terms of skills + team dynamic

Appendix 5: Thematic structure of interview findings

The findings from the interviewees can be segmented into four different themes, plus fifth theme containing the answers from the SMMs from markets: *current structure*, *proposed structure*, *Content Creation team*, *Resources* and *Input from Markets*.

Current structure contains correctional input on the current structure, with main focus on the double role of the Global Social team fulfilling two functions: capability vs. channels maintenance activities. It also addresses the manager-less position of the team, lack of clarity on team's scope, as well as reflection on the vertical, channel-defined way of working. *Proposed structure* is consisted of surprised/confused reactions when the structure was presented, stressing that this has not been clearly communicated with the team. *Content Creation Team* theme covers all suggestions that the team gave on how to improve the concept for the newly created team, what should their role and deliverables be, and how to start their formation in the easiest way. *Resources* significantly underline the need for a considerably sized Content Creation team, flawless sync among new team and existing teams, lack of human resources in the meanwhile before the proposed structure is fully implemented, and need for additional software tooling. *Inputs from markets* are based on information received in interviews with social media managers from Philips key markets. They focused on explaining the current way of working with the Global Social team and what are the things they miss for higher market adoption rate. See Figure below fore overview on all findings.

Table 7 Findings from interviews

Themes	Description
1. Current Structure	
Distinction of the functions	*Capability*: team chooses the social tools & platforms that the company uses, creates guidelines on their usage and scales them up throughout the company, acting as the expert in the process.
	Channels maintenance: team activates content on Philips's Global channels on all social networks; operational function which involves: content creation, content activation, community management etc.
Team has no manager (lead person)	Editor in Chief is not interim lead anymore, team is officially manager-less reporting directly to executive management.
Team works in silos	Each person working in own lane, vertical: part of team says it reduces collaboration, rest of team says it's an approach we need to use more.

Collaboration with markets	Markets complain about not receiving content from Global Social in time, or the content is not usable due to local culture. Markets' teams are smaller than Global Social and have the freedom to accept or deny which content from Global Social to use.
Alignment within the team	Not clear on what their role is and what is in/out of the scope of the team. The feedback from internal performance analysis of content that the analyst does, is not applied consistently in the content.
YT manager is from DS team	Few people commented on the role of the YouTube manager, distancing her from the rest of the team.
2. Proposed structure	
Initial reactions when presented	*Negative:* not familiar with the structure beforehand, lead some of them to communicate negative reactions to either the structure or the fact that they weren't aware of it.
	Positive: People who are 'further from the fire' tend have more reserved and confirmative reactions.
Lack of communication	No knowledge of details about the new plan among the team. Some ideas have been shared, but mostly informally, in the form of rumors. People blame this approach for adding more suspicion and confusion instead of introducing the change.
Comments on the structure	*Confirmative:* cross-capability approach and leaving more time to the Global Social team to do "capability activities" seen as good things.
	Denying: new team members don't agree with the re-organizing, argument is that it adds more layers & people, thus more confusion.
3. Comments on the Content Creation team	
All team members jumped into questioning/discussion/commenting on ways how to improve the proposed structure, offer suggestions on how to make it better than initiated, how to organize it, kick it off and what to measure it against. There was no question that asked this.	
What should their responsibility be?	Defining the role of the newly created Content Creation team. Most suggestions are on: making them focused on editorial tasks - creating high quality articles, and scoping their load carefully not to end up making non-meaningful content for teams who can do it on their own.
How should the implementation begin?	Team members self-initially suggest ways how to implement the new concept pain-lessly. These ways include plans on what should both the Content Creation, and the Global Social team do.
How to measure their performance?	Amount of created content, and market adoption rate are mentioned as possible performance measures of the Content Creation team.
Questioning the meanwhile	Interviewees show uncertainty about what is going to happen during the transformation time and showed fear that Global Social will need to do the work of both teams.
Questioning the Content Creation team's existence	Team had various suggestions on how to conceptualize the team differently: leverage already created content, scoping down to fewer capabilities, manage

as proposed	content that comes only out of Digital, and finally - not creating it at all - instead, educate markets and BGs how to create their content.
4. On the resources	
Flawless sync between teams	Team stressed importance on collaboration among existing and new team, high level of commitment from everyone involved is necessary.
Size of the Content Creation team	All interviewees said the Content Creation team should be *significantly big*.
Scope of the Content Creation team	Expressed concerns about high content demand, the Content Creation team needs to have strictly defined scope.
Overlap with existing resources – concern	Team members who are "closest to the fire" are concerned they need to do the work of both teams.
New, stronger tooling is needed	Global Social team will use more software: to follow numbers in real time; to adopt content per channel, to ease market translation etc.
5. Input from Markets	
Current ways of working	Markets contact the Global Social team informally - if they need something, they reach to a person they know best. They use the content from Global Social monthly drops as much as possible/ Most markets have one or two social media people, and collaborate with local agencies for most of the content creation.
Not receiving content in time	Global Content drops are not made visible on the platform, or are not uploaded at all, until very late in the month. This makes them clueless on what to expect so they reach out to creating their own content.
Not receiving fitting content	Global vs market content differs in language, but also cultural aspects such as tone of voice, addressing local holidays/events, racial diversity in visual content - all reasons for not using or culturally adjusting the content from the Global Content drop with help from an agency.
On new structure	Markets don't expect 100% usable content from Global Social, but would like for the current state to improve. New structure fitting and would like to be consulted in the creation process if they are expected to use such content.