

Since 1998 we have tracked more than 200 APAC change initiatives to understand why change fails and what can be done about it

Why Initiatives Fail	% of total	Key Success Factors
Active management support and ownership are not sustained	40%	<p>Use experienced project team</p> <ul style="list-style-type: none"> • Provide skilled, experienced team who are culturally aware & have worked closely with functions • Transfer skills & knowledge to selected change champions <p>Disciplined program management process</p> <ul style="list-style-type: none"> • Apply best practice program & change management • Leadership to provide ongoing counsel to project team <p>Do not lose interest or focus elsewhere!</p>
There is insufficient internal capability building	38%	<p>Build knowledge within the organization</p> <ul style="list-style-type: none"> • Document and share learning in each project team • Identify & induct future hi-potential staff • Build cultural awareness in key team members • Identify and induct future program managers and change sponsors
The program is too generic, does not reflect culture or reality	12%	<p>Refine models using industry, cultural, and other best practices</p> <ul style="list-style-type: none"> • Identify ideas, tools, and best practices from your industry and other relevant industries • Adjust approach and content to reflect cultural realities • Conduct quality reviews of specific designs
There is insufficient cultural readiness	10%	<p>Incorporate change knowledge from APAC & relevant geographies</p> <ul style="list-style-type: none"> • Requires awareness of and ability to mediate cultural resistance • Requires a multi-skilled project team with hands-on experience in change implementations



80%

of change programs fall short: there are **4 main reasons why**, and in each of the 4 the application of **CULTURAL AWARENESS** plays a key role

Source: As assessed by various measures e.g. for mergers, percentage of merged entities that failed to outperform peer group total shareholder return over three years.
 Source: Brynjolfson, Renshaw and Marshall, 'The Matrix of Change', MIT Sloan Management Review, Winter 2007; consulting firm literature scan, ACG projects