

Case Study SCA (Svenska Cellulosa Aktiebolaget)



SCA at a glance

Svenska Cellulosa Aktiebolaget

SCA is a leading global hygiene and forest products company. The Group develops and produces sustainable personal care, tissue and forest products. Sales are conducted in about 100 countries under many strong brands, including the leading global brands TENA and Tork, and regional brands, such as Libero, Libresse, Lotus, Nosotras, Saba, Tempo, Vinda and Zewa. As Europe's largest private forest owner, SCA places considerable emphasis on sustainable forest management. The Group has about 44,000 employees. Sales in 2015 amounted to approximately SEK 115bn (EUR 12.3bn). SCA was founded in 1929, has its headquarters in Stockholm, Sweden, and is listed on NASDAQ OMX Stockholm.

SCA's core values

- **Respect:** "To be respectful is to be open and honest, and to behave with integrity."
- **Excellence:** "Our pursuit of excellence leads us to new levels of professionalism."
- **Responsibility:** "SCA works to empower every individual at every level of our organization - and empowerment demands responsibility."

(These are quotes from current SCA employees.)

Why SCA carried out an Employee Survey in 2015 together with EUCUSA

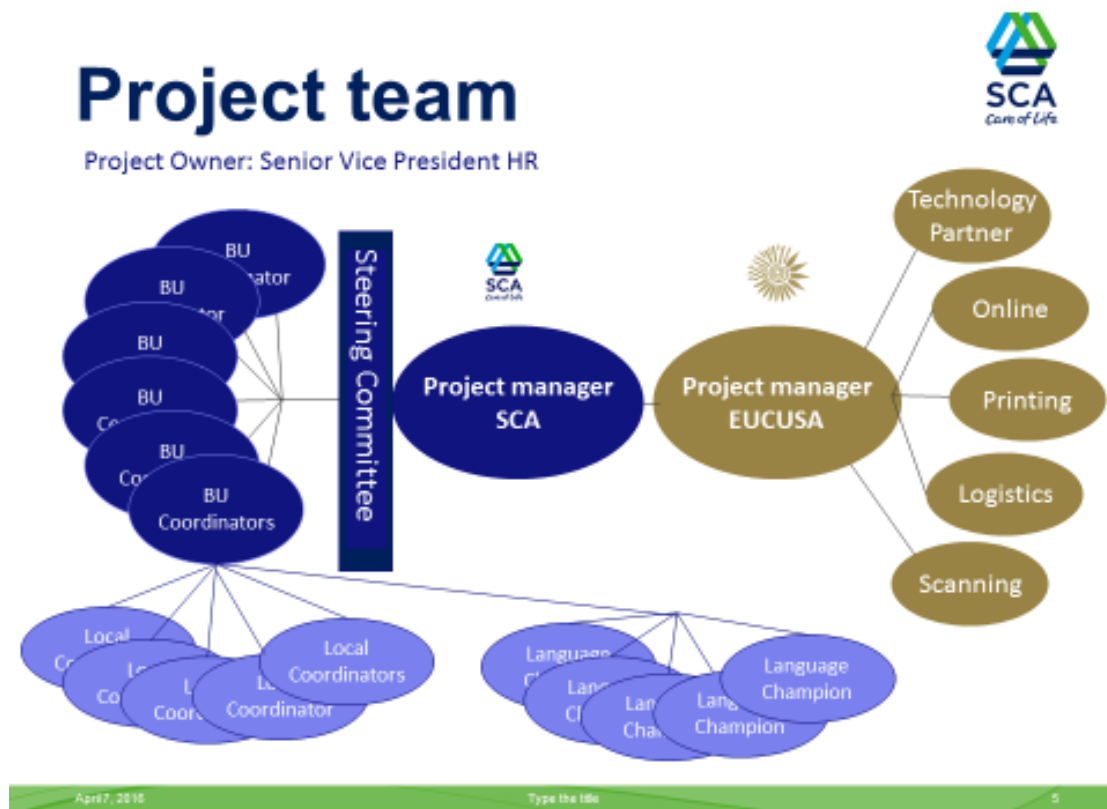
In **2011 and 2013** SCA conducted the **first two All Employee Surveys (AES)**. SCA has used the feedback given by the employees to capitalize on what is good and to work on improving where that was necessary. SCA leaders wanted to monitor the company's performance on a range of topics such as company culture, innovation and employee engagement.

SCA has actively worked with the results of the previous surveys. The leadership was also keen to assess how the current SCA's employee engagement landscape looks like today. To be best in class it is key to have a clear view about what employees think on a globally agreed range of topics to enable the company to focus on the key factors for success.

The survey in 2015 aimed to compare the current with the previous results and to identify where things might have changed either towards the positive or the negative.

The idea behind was to subsequently measure the effectiveness of the action plans already in place and to identify any new potential actions required to further improve employee engagement in the company.

Project Structure





SCA Team in detail

- The **SCA Board and Executive Management Team**, requested the survey.
- **Project Sponsor:** SVP Human Resources
- **Project Manager:** VP HR Operational Development
- **Steering committee:** SCA HR VPs
- **Business Unit Coordinators** have driven the AES in the Business Units.
- **HR Country Directors** have supported the BU Coordinators.
- **Local coordinators**
 - have been responsible for local communication and coordination.
 - have been managing and distributing the paper questionnaires.
 - have been responsible for return of questionnaires.

The SCA EWC (European Works Council) have agreed and supported this SCA employee survey process.

EUCUSA Team in detail

- | | |
|--|----------------------|
| • International Project Manager: | Maria Sundermann |
| • Coordinator for the entire survey production and logistics process: | Mario Filoxenidis |
| • Backup and assistance: | Nicole Schuetzeneder |

Why SCA has chosen to work with EUCUSA

SCA has chosen to work with EUCUSA who has already been the entrusted survey partner in 2011 and 2013 to facilitate this process.

EUCUSA benefits from a strong expertise in the survey business:

- EUCUSA provides 17 years of experience
- EUCUSA has carried out over 600 employee surveys
- EUCUSA's data base allows to benchmark externally with other companies
- EUCUSA have worked successfully with SCA since 2007, including the 2011 and 2013 All Employee Survey
- EUCUSA has a proven track record of ensuring the anonymity of employees surveys



Project Management

Setting up a good working process structure and project management was of great importance for the success of the All Employee Survey 2015, especially since the SCA's organizational structure was changed whilst the project was already running.

The following measures, developed and managed by EUCUSA and SCA, were particularly helpful:

- **Telephone Conferences:** TCs were held every 14 days between The SCA Project Manager, the SCA BU Coordinators and EUCUSA.
- **C-File (Coordination File):** An Excel-based template was used to **set up the report structure** and served as the central tool to manage the ordering of the right questionnaires and reports from EUCUSA. In this C-file, Business Unit Coordinators defined exactly how to group their people (smallest groups are called **Units**, consolidated groups of two or more Units are called **Levels**). The C-File also specified all Unit or Level reports the BU Coordinators would like to order from EUCUSA. All Unit and Level names in the C-File became official report names and all employees were included into the C-File of the respective Business Unit (=Level 1) they belonged to. The C-File ensured that each participant received exactly one questionnaire.

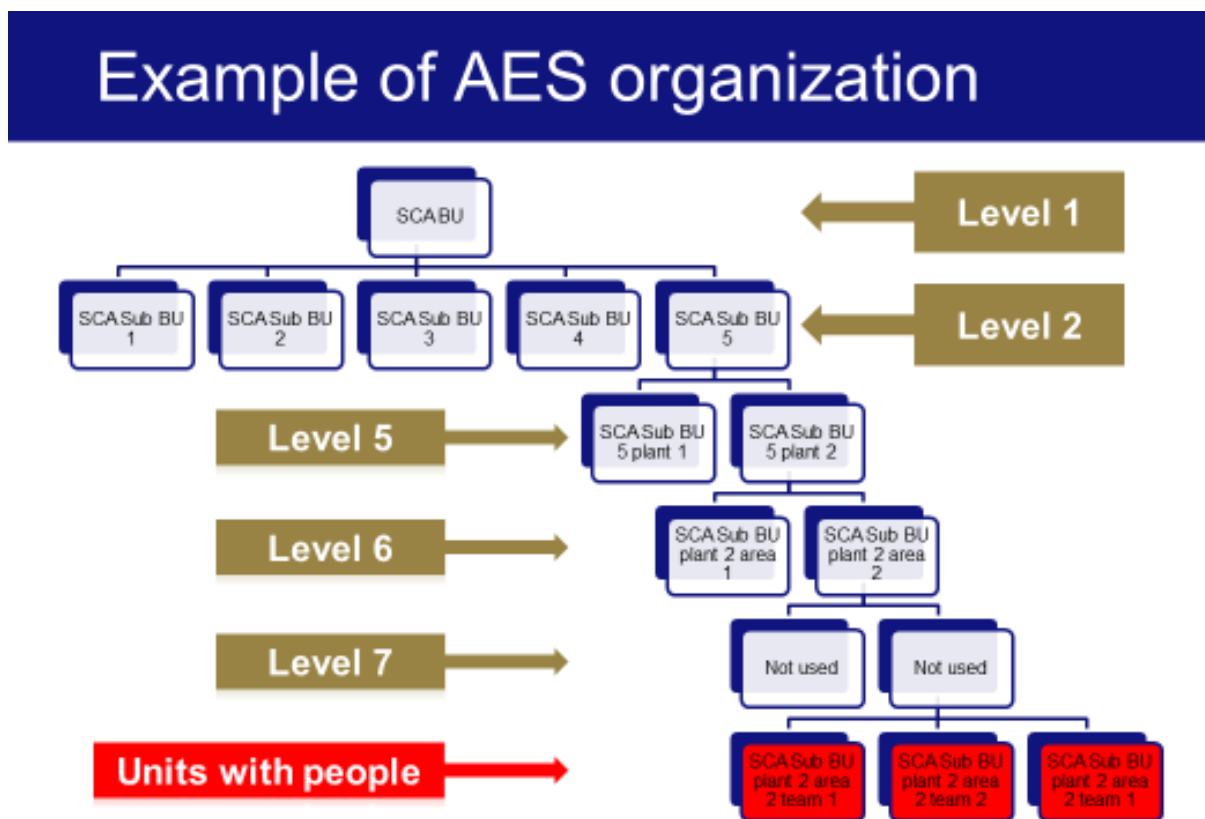
Business Units in 2015 (Level 1)

SCA (2015)



Level 0 refers to SCA as a whole, Level 1 refers to the Business Units, Level 2 refers to the sub business units and Level 3 / Level 4 to the country / location where the unit is geographically located etc.

The C-File reflected the organizational structure and responsibilities of SCA as of July 2015. This means, for example, that the specific Business Unit Coordinator of one BU made sure that all employees that belonged to this Business Unit were included in the C-File according to the right organizational structure. This was repeated for all other Business Unit Coordinators.



- R-File (= Report File):** It was the counterpart of the C-File and **guaranteed, that each report owner received all assigned reports.** It enabled to collect the information about which manager should receive which kind of report. It was also the basis for setting up an online platform, provided by EUCUSA (**RepMan = Report Manager**), that allowed all managers to access and download their reports at the RESULT INFORMATION DAY (26.1.2016).

- **Org-Structure:** hierarchical tree of the organization in combination with access authorization to reports

Org structure (example)



SCA Asia Pacific	L1_2
SCA Asia Pacific - NA	L2_2
NA Away From Home	L3_46
NA Sales Australia	L4_30
AFH South Region	U_428
AFH Sales Queensland - NSW	U_430
AFH BDMs - National Accounts	U_431
NA Sales New Zealand	L4_31
AFH Sales New Zealand Direct Reports	U_432
AFH Regional Sales New Zealand	U_433
AFH Direct Reports - Business Support	U_428
AFH Marketing	U_434
NA Consumer	L4_47
NA Consumer Marketing	L4_32
Consumer Intimate Hygiene	U_437
Consumer Tissue Marketing	U_438
NA Consumer Sales Australia	L4_33
Consumer Sales Australia Dir. Reports+Acc...	U_439
Consumer Australian Field Operations	U_440
NA Consumer Sales NZ	L4_34
Consumer Sales NZ Direct Reports+Cat. Dev...	U_441
Consumer NZ Sales Base	U_442
Consumer NZ Merchandisers	U_443
Consumer Direct Reports	U_435
Consumer Demand	U_436
NA Finance	L5_48

The hierarchical tree is used by EUCUSA for distributing the reports for Level/Unit Managers

Every manager receives the report(s) of his/her Level/Unit **AND** the reports of all Levels and Units that belong to this Level.

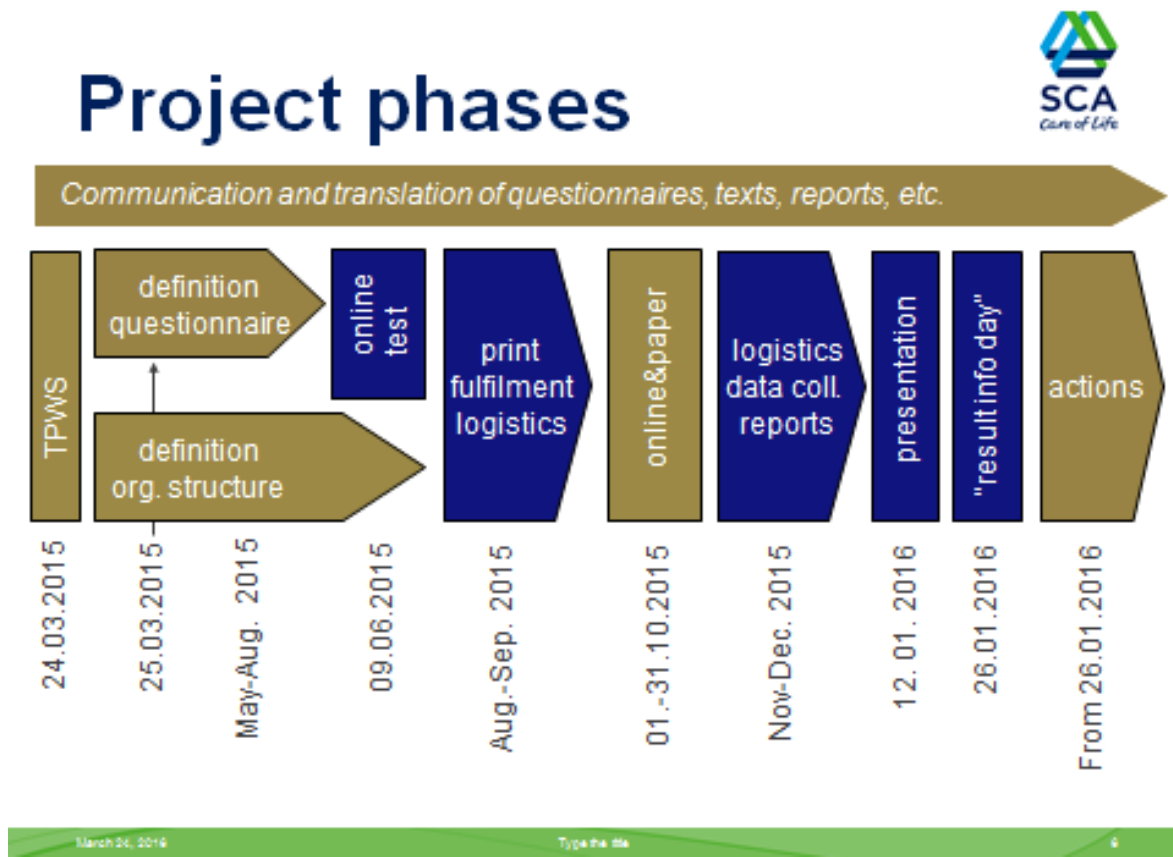
- **Additional Support by EUCUSA:**

- **Target and Planning Workshop** with all BU Coordinators
- Online C-File-Trainings
- Content support for C-File and R-File
- Help desk while running the survey
- Face-to-face Train the Trainer Sessions
- Online Train the Trainer Sessions
- Support for different presentations
- Technical support
- Individual additional reports
- ...

Project Timeline

The Project **kicked off** with a Telephone Conference with the Steering Committee at the **end of January 2015** and **ended** with the distribution of all reports **on 26th January 2016** („**RESULT INFORMATION DAY**“). Then the phase of informing all people of survey results and determining actions started.

The All Employee Survey 2015 was carried out in October (as opposed to June in 2011 and 2013), because the organization was focusing to support the only all-female sailing team in the global Volvo Ocean Race starting in June 2015. The participation in the race turned out to be very successful for the company's image and branding.





Implementation of the survey – facts and figures:

Number of participants: 29,000 participants (12,000 online, 17,000 paper)

All SCA employees SCA (as of 1 July 2015) had the opportunity to participate in the all employee survey. Employees with a non-active contract, consultants or joint ventures were not entitled to participate. The Local Coordinator decided which organizational units should participate in the online survey and which units should do a paper survey. For the online survey, EUCUSA sent an e-mail with a personal link, for the paper survey, the coordinators provided the questionnaires to the participants.

Survey Period: 1st October – 31st October 2015

Logistics:

The local coordinators received the physical paper questionnaires and were responsible for the distribution to all local units and departments, as well as for the return of the questionnaires (sealed in envelopes) to the Scan Centre where the data were automatically scanned. The data of all online questionnaires were collected by EUCUSA.

Communication means:

A comprehensive **communication plan** was developed together with the SCA Group Function Communications Department, along with supporting communication plans in all BU's and at local level. The strong support from all senior managers was a key element for this.

The following information was provided **centrally and locally** before and during the survey:

- **An article published in the global intranet and on all information screens in all plants** about upcoming AES
- **A second article** (refresher) published in the global intranet and on all information screens in all plants to inform those who missed the first round due to annual leave, sick leave or else
- **An interview published in the global intranet with the President and CEO of SCA** about the importance of the survey
- **Posters and roll ups were** translated and produced centrally then shipped and, posted locally in 26 languages
- **Local activities and local support articles pre-survey**, including adding this to local information meetings on sites to outline the objectives of the survey aims and to encourage people to participate
- **An overview of the highlights of participation to date** to have a last push for participation was published in the global intranet and on all information screens in all plants

- **A countdown counter** with the remaining days, hours and minutes left to participate on intranet **local activities and local support articles during the survey**

In addition to these activities FAQs, presentations, trainings etc. were developed to support the BU coordinators, local coordinators and managers for informing the organization about the upcoming survey.

Output

- **Presentation of global results** to the CEO, HR SVP and project manager at mid-January 2016
- **8.000 reports** on „**RESULT INFORMATION DAY** “on 26 of January 2016 via RepMan (26 languages)

✖ Reset Filter Download Selected Reports						
Report	Department	Language	Type	Format	Size [kb]	<input type="checkbox"/>
		English	All	PDF		
SCA AFH Professional Hygiene Europe - Comments.pdf	SCA AFH Professional Hygiene Europe	English	All	PDF	80	<input type="checkbox"/>
SCA AFH PHE - Central Functions - Tables.pdf	SCA AFH PHE - Central Functions	English	Tables	PDF	80	<input checked="" type="checkbox"/>
AFH M+BD - Tables	AFH M+BD EPM Management Team	English	Tables	PDF	80	<input checked="" type="checkbox"/>
PST Management Team France + Belgium - Tables.pdf	PST Management Team France + Belgium	English	Tables	PDF	80	<input checked="" type="checkbox"/>
Environmental Affairs - Tables.pdf	Environmental Affairs - Projects South	English	Tables	PDF	80	<input type="checkbox"/>
AfH Management Team - Tables.pdf	AfH Management Team	English	Tables	PDF	80	<input checked="" type="checkbox"/>
Job 507 - Report on the Results.pdf	Job 507 / Belgium - Stembert / isabelle.faway@sca.com	English	Report on the Results	PDF	80	<input type="checkbox"/>
Job 516 - Tables.pdf	Job 516 / Germany - Mannheim / stefanie.endres@sca.com	English	Tables	PDF	80	<input type="checkbox"/>

Next steps after survey completion

- The Line Managers are responsible for **communicating the results to the teams** in their area of responsibility.
- The responsibility for the **follow-up process** lies within the Business Units, supported by a **follow-up timetable** specifying what has to be done by whom and when.
- **Additional reports can be provided upon request.**
- **Action workshops** are held with employees of unit/level.
- Definition of AES actions are collected in the **AES action template**

AES ACTION PLAN 2015/16 *Unit Name (to complete)*



PLEASE NOTE: Less is more. You do not have to fill in ALL boxes, work on the areas that really demand attention. Concentrate on the MOST EFFECTIVE actions and also think about QUICK WINS that can have a direct positive impact on your group

	NAME OF DIMENSION(S) CONCERNED	NAME OF ASPECT(S) CONCERNED	ACTION	AIM OF THE ACTION (What do we want to achieve)	RESPONSIBLE	Deadline	KPI / MEASUREMENT OF ACTION	COMMENTS
1	PROFESSIONAL DEVELOPMENT GOAL ORIENTATION	Development opportunities Department's goals	- GPS up to all employees in the RSTs - Team Leader 1st module - Operator 1st module - Team Leader GPS	- Define and follow up employees development - Align individual objectives with department goals	PLT RST Operation Leader RST Op. / Team Leader RST Operation Leader		grandfather principle: check of each individual GPS (once per year) 100% GPS fulfilled (3 per year) 80% GPS fulfilled (2 per year) 60% GPS fulfilled (1 per year) 40% GPS fulfilled (0 per year)	example only: for quantitative or qualitative measurement
2								
3								



WORK ENVIRONMENT
PROFESSIONAL DEVELOPMENT
TEAMWORK
GOAL ORIENTATION
INFORMATION AND COMMUNICATION
LEADERSHIP
PROCESSES
CUSTOMER AND CONSUMER FOCUS
BUSINESS IMAGE AND CORPORATE CULTURE
ADDITIONAL ASPECTS

The idea is **to work locally and globally** with the results to really use the full potential of improvement!



Lessons learned / Resume

Special challenges:

- **Complex org-structure** in combination with worldwide logistics
- **Distribution** of reports
- **Matrix organization**
- Great importance of **good working project structure and project management!**
- Great importance of **Business Unit Coordinators!** They were responsible for the report structure, the Coordination File and communication with local coordinators and country HR director.
- **Great flexibility** was required due to modification of SCA's organizational structure during the project.
- Units and levels were **not comparable** to those from 2013.

Exceptional results and experience:

- **Positive insight as a result of the AES:** Corporate culture of SCA is stable in spite of a merger and reorganization
- **High response rate**, even increased since last AES! (2015: 88,3 %, 2013: 86,3%, 2011: 81,8%)
- **Required flexibility** could be proved.
- **Good usability**
- **Good project structure** and excellent project management
- **Excellent project cooperation and communication**
- **Quick and reliable turnaround time from EUCUSA** for any questions and support
- **Technical performance** was demonstrated in an excellent way
- **Preliminary activities following earlier surveys** (e.g. worldwide trainings 2011 – 2013) showed effects. Cooperation and project management did work very well.
- Optimization, development and advances could be achieved by lessons learned from former all employee surveys (e.g. distribution of reports)



Statements and references

Anna Sävinger Åslund, Senior Vice President Human Resources

"The AES results of 2015 underline our positive company culture which continues to be something about which we can be truly proud. As before, we can see a high level of engagement throughout the organization. We are very pleased to see that this time the overall goal orientation result has now become one of our strengths along with our business image and corporate culture."

Caroline Brent, VP HR Operational Development, Group Function Human Resources, Svenska Cellulosa Aktiebolaget SCA

"(...) I am happy to say we got an all-time high response rate, which is fantastic. The response rate of 88.3 percent means we can rely on the results to help us continue to improve our business. It also means that our employees have confidence in both EUCUSA's survey methodology, especially its confidentiality and a belief that the Company will act on the results.

We are pleased to see a continuous improvement since SCA's first 2011 survey in almost all global results, especially for those areas where we chose to focus at global level (for example, leadership, professional development, information about strategy and changes, occupational safety).

Together with EUCUSA we managed to keep improving the way we handle a complex survey. I would like to thank the entire EUCUSA team for being a trusted partner and for efficient and flexible cooperation."

Paulina BARRAGAN, Senior HR Manager LATAM, SCA CONSUMIDOR MÉXICO, S.A. DE C.V.:

"Dear Maria, Mario and Nicole;

Thank you very much for your great support and professionalism! You are a great team. (...)"

Huda Brooks Goldman, Human Resources Manager- Staff & Global Functions, Human Resources, SCA Americas

"Hi Maria,

You and the EUCUSA team always do a wonderful job- I have thoroughly enjoyed working with you throughout the AES process, from our kickoff in March, and at all points in between. I am very appreciative of you, Mario, and Nicole- you and your team are experts in the global survey rollout process, and provide the highest levels of service."



Anna Stepanova, HR Director, Global Hygiene Supply Tissue, SCA GmbH

"Dear Colleagues,

First of all and foremost, please allow me to thank EUCUSA for reliable and client-oriented service! EUCUSA support was always prompt, thorough and very friendly.

As positive take away, which would be nice to keep for the next AES, I would mention Orga tree for report downloads and Heat map. Also structured and detailed approach to managing BU coordinators meetings was very much appreciated.

Many thanks!"

Ellen Stenmar, HR Specialist, SCA Group - IT Services, SCA HYGIENE PRODUCTS, Gothenburg

"Hi Maria,

(...)

The kick-off meeting was very informative but still not providing too much detail which would have been confusing for me since this was my first survey. You gave a very engaged impression and I left the meeting feeling motivated.

The bi-weekly meetings have been well structured and very helpful. I appreciate the meeting minutes that was sent out after each meeting. (...)

The ad-hoc support from you has been great! Any time I had a question or concern your response was very quick and helpful. (...)

So thank you very much for your support, it has been a pleasure working together!



About EUCUSA

EUCUSA supports companies to increase their employee and customer engagement by conducting strategic employee and customer surveys including target-oriented follow up processes. Our services provide a customized survey setup along with a profound analysis in order to produce concise and clear insights which will help to determine concrete and successful follow-up actions to easily implement the outputs. Founded in 1998, we have been consulting customers in over 80 countries and in more than 50 languages, creating innovative survey concepts using our expertise to help our customers become excellent employers and vendors.

www.eucusa.com

