ADKAR MODEL
VS. QUALITY MANAGEMENT CHANGE

Grațiela Dana Boca
email-bocagratia@yahoo.com
Technical University of Cluj Napoca
North Center University of Baia Mare, Romania

This research was conducted through different countries to identify dimensions and antecedents of buyer-seller relationships quality. In light of the findings dimensions of relationship quality have emerged: mutual trust, partners’ commitment in the relationship, cooperation and creativity and innovation. Also, the research identifies several key success factors in business relationships that are grouped into different categories: factors related to relational behaviours and factors related to characteristics of the offer. These results serve as valuable indicators, allowing managers to evaluate, adjust and develop their relationships marketing strategies. The ADKAR model provides a tool for improving the connection between individual performance, organizational change management and business results. This study provides a significant contribution to the relationship quality literature and present few ideas for future management in a new manufacture vision for MANU-FUTURE.

Keywords: ADKAR model, management change, culture, reengineering business, quality management, vision, traditional

JEL Code: M12, M21, M54

1. Introduction
The power of the ADKAR model is that it creates focus on the first element that is the root cause of failure. When organization approach changes using this model, she can immediately identify where the process is breaking down and which elements are being overlooked.
This results-oriented approach helps focus energy on the area that will produce the highest probability for success.
ADKAR can help organization as individual player on market to plan effectively for a new change or diagnose why a current change is failing.
In some cases, corrective action can be taken and the change successfully implemented. Here are the five elements of ADKAR again.
1. Awareness of the need for change.
2. Desire to make the change happen.
3. Knowledge about how to change.
4. Ability to implement new skills and behaviours.
5. Reinforcement to retain the change once it has been made
A recepue for starting the change management competency with significant impact on the organization recognition for more change management knowledge and tools upcoming projects are presented in the article.
Change can be more effectively managed with specific tactics and can be developed for each of the states of change. As people understand why the change is necessary, there is a desire to make this change work also for organization.

2. Methodology of research
The author present a case study of a famous company and a new vision of some small business influence in different countries which takes efforts on building change management competency, business build with passion and commitment.
Applying Prosci’s change management model (Hiatt, 2006), we can separate a change out into how things are done today (the current state), how things will be done (the future state) and how to move from the current state to the future state (the transition state), shown in Figure 1.

What we need for organization now is the knowledge to make it work – the specific steps we need to take to implement the change.

**Figure 1.** The stages of organizational change

![Figure 1. The stages of organizational change](source)

In the absence of knowledge and ability, we’ll experience incorrect usage of new processes and tools, reduced productivity and our customers and partners will suffer. **Change has become a fundamental contemporary coordinate.** The society and the organizations are going through a continuous process of modification of their structural and functional parameters.

In her article Gheorghe G. (2011) express her opinion regarding the reengineering of organization like a form of innovative reaction to the scientific, technological, economic, educational and cultural changes.

Also the author specifies that identification of the problems that determine disturbances in the functioning of the organizational structure, are triggering the process of change.

This stage is very important, as the efficiency of the other stages depends on the correct identification of the problems and their causes, (Gheorghe G, 2011, p 192).

As an organization, the organization future state is a combination and collection of many individual future states and she is aware of the need to change in time like in Figure 2.

**Figure 2.** The organization future state a combination and collection of many individual future states

![Figure 2. The organization future state a combination and collection of many individual future states](source)

It is important to make a distinction between small and large changes for organization. Small changes happen every day, but that does not mean that they should be implemented in an ad hoc fashion.

There are many models of change and ultimately all cover similar ground, so it’s not necessarily the model chosen that really matters but how well the manager applies it.

### 3. The ADKAR model of change management. A case study

This paper contributes to literature as a study case and seems to be a little research on ethics and culture symbolism in marketing and on the failure of culturally oriented marketing activities.

If we look at Prosci’s ADKAR (2006) model for managing change, each organization individually goes through stages of awareness, desire, knowledge, ability and reinforcement.
When the ADKAR elements are achieved, change occurs at an individual organization level, the model provides a simple and action-oriented framework for taking control of change.

The model is most often used by managers to diagnose organization as economical system resistance to change, help manager and employees transition through the change process, and create an action plan for professional development during change periods.

The ADKAR model directs change management activities and it's focused on outcomes, not tasks to be performed.

Focus on change management on the steps necessary for organizational change, ADKAR emphasizes that successful organizational change occurs only when each manager is able to transition successfully.

The research was done taking in consideration the McDonald's restaurants which are located in almost every country in Europe and the company franchises to people who can demonstrate that they understand their local community.

The study is focused to identify the necessity of management change and how reengineering the business people are encouraged to maintain close involvement with their communities.

Also using the management change model the organization by recruiting, training and promoting many local people it is contributing to civic and charitable activities.

Food is an important part of culture and eating out is a part of life not a treat. Because of this lifestyle, there are some key differences between East and other Western European countries in terms of consumption habits but also their reaction to the economic crisis it is different.

Many change models describe what needs to be done - this model describes the outcomes (Awareness, Desire, Knowledge, Ability, and Reinforcement) for organization in her strategic management vision for future, like in Figure 3.

**Figure 3. ADKAR harmonization with and current transaction and future states**

![Image of ADKAR model]

Source: Realized by the author.

The ADKAR model used in the first stage of research work helps us to measure the effectiveness of the change process, each part of the model gives manager’s a specific role

1. **Ability** - to implement necessary skills or behaviours,
2. **Desire** - to participate and support the change,
3. **Knowledge** - training and information or work closely with the individual, coaching them to give them the confidence (and ability) to perform effectively,
4. **Awareness** - an individual needs of the need for change required skills and behaviours,
5. **Reinforcement** - is required to sustain the change.

Hiatt (2006), refers to each of these five actions as building blocks for successful individual change, and therefore successful organizational change, in other words each step must be completed before moving on to the next.

Hiatt emphasizes that it is not possible to achieve success in one area unless the previous action has been addressed.

The change management model is effective as a model of individual change outside of the organizational setting as well.

The ADKAR model (Hiatt, 2003), applied for McDonalds can be used in any company or organization because the model consists of five sequential steps or actions focuses on five actions and outcomes necessary for successful change and therefore successful organizational change show in Table 1.
### Table 1. ADKAR Model for organization

<table>
<thead>
<tr>
<th>Awareness</th>
<th>Desire</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Understanding</td>
<td>• Decision</td>
</tr>
<tr>
<td>• Why change is necessary is the first key aspect of successful change.</td>
<td>• personal decision to support the change and participate in the change.</td>
</tr>
<tr>
<td>• This step explains the reasoning and thought that underlies a required change.</td>
<td>• desire to support and be part of the change can only happen after full awareness of the need for change is established.</td>
</tr>
<tr>
<td>• Planned communication is essential.</td>
<td>• building desire for the individual and creating a desire to be a part of the change.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Knowledge</th>
<th>Ability</th>
</tr>
</thead>
<tbody>
<tr>
<td>• providing knowledge about the change, achieved through normal training and education methods.</td>
<td>• Ability = is the difference between theory and practice.</td>
</tr>
<tr>
<td>• transferring knowledge, like coaching, forums and mentoring, formal training.</td>
<td>• how to change is in place (theory) the practice, individual needs to be supported.</td>
</tr>
</tbody>
</table>
| • two types of knowledge need to be addressed:  
  1. knowledge on how to change (what to do during the transition)  
  2. knowledge on how to perform once the change is implemented. | • needs of time and can be achieved through practice, coaching and feedback. |

<table>
<thead>
<tr>
<th>Reinforcement</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• is an essential component in which efforts to sustain the change are emphasized,</td>
<td></td>
</tr>
<tr>
<td>• ensuring that changes stay in place,</td>
<td></td>
</tr>
<tr>
<td>• individuals do not revert to old ways - can be achieved through positive feedback, rewards, recognition, measuring performance and taking corrective actions.</td>
<td></td>
</tr>
</tbody>
</table>

Source: Realized by the author.

Therefore, when faced with a proposed change initiative, ADKAR can in the first instance be a very useful tool to guide management discussions around the formulation of a change management plan.

### 4. Results of the management change business dimension.

McDonald’s cannot impact all factors related to social mobility as social capital and cultural capital years influence.

The research presents a study realized in Romania and Turkey market, and on the second part of the article there are two examples of a management change from Albanian and Turkey market which can be considered a future challenge.

The research work shows that as the franchise spread throughout Eastern Europe, having a McDonald’s became a source of national pride.

New business opportunities have been created for local suppliers as McDonald’s, also has introduced menu items tailored to local taste and geographical preferences using traditional regional and national products.

In Spain, for example, the menu includes a typical Spanish vegetable soup as well as a Spanish style chicken wrap with Manchego cheese sauce, traditional Nuremberger sausages are served in Germany, France offers cheeses such as Cantal or specific beef breed such as Charolais in its sandwiches and in Finland the Rye McFeast uses typical Finnishrye bread.

The company’s contribution can be measured by how it equips, recruits with low skills or qualifications to be successful in the labour market, either through progression in McDonald’s own internal labour market or through enhancing their competitiveness in the external labour market (transferrable skills).

These are the standard elements of a business management change. Taking in an easy-to-use model made it possible to present and identify the Change Management elements and the connection between the customer and McDonald’s/product (Figure 4).
The important ideas of the paper are that the marketing team needs to consider more carefully the fundamental cultural disciplinary structure, ethics responsibility and responsibility to identity and perform in a multi-ethnic global market.

The article presents the application of ADKAR Model and practical example for each country. The researches identify the business dimension changes which include the typical elements:

- the scope and objects are on customer needs and desire as a fashion demand;
- business need or opportunity;
- business solution was designed (new processes, systems and organizational structure);
- new processes and systems are developed;
- solution is implemented into the organization;
- product adaptation under the culture and geographical position.

In Romania on McDonald’s market, the change consisted is the new product which was model under the traditional customer culture McMici and Double McMici, in a campaign that runs from October 25, 2012 to November 28, 2012, according to a press release from the company.

The two products specifically designed Romanian traditional recipes are the result of company’s concerns to understand local taste and preferences of Romanian customers.

Innovation and novelty products have made McMici the customers’ favourites, with their launch in May 2013, when the company sold over 300,000 Sandwich McMici in just three weeks.

The second case study in Europe is Albania, a country without official McDonald’s restaurants, but is awash in imitations.

Cameron and Green (2004) concluded that change is a vital part of any organization and must be handled in a delicate/prescribed way to ensure success. A leader needs to understand change and this monograph provides the resources and knowledge to ensure a successful change effort.

Also authors concluded that making sense of change management is about making change easier. It is aimed at anyone who wants to understand why change happens, how it happens and what needs to be done to make change a welcome rather than a dreaded concept (Cameron & Green, 2004).

Albania’s Kolonat chain, which has a very McDonald’s-inspired logo, now offer a new service concept applying the management change. The brand will spread not only across Albania but also in Kosovo, Macedonia, Montenegro, also.

The logo shape became oval to perceive the hamburger and the bite sense (Figure 5.) to achieve such thing the brand left the yellow colour to go into the red and green (tomato, salad).
Figure 5. A model of culture adaptation Kolonat in Tirana-Albania

Source: By the author.

In Turkey, McDonald’s company has open already 133 restaurants, but I identify in Yozgat, a very innovative brand with a new management adapted to the culture, tastes and customers needs. The new model is also an imitation and has a very McDonald’s-inspired logo, but as the manager express we can take into consideration the geographical influence.

Figure 6. A McDavut - Yozgat brand and culture influence

Source: By the author.

Creative concept and execution are:

- creation of a brand that aims to reposition the company to a Mediterranean food trend,
- creation of a unique model that prepares the company to a solid position in the franchising network that is creating,
- escaping with two consequential stages being perceived as a copy of Mc Donald.
- a special place for adult customer and teen age kids,
- a special environment with traditional music,
- special place for kids celebrations participants are wearing cartoons costumes.
- place for kids to practice sports – special sports movement time.
- toys but with special games to encourage the kids intelligence and abilities,
- special tools to measure the kids growing.
5. Conclusion

This research was conducted through different countries to identify dimensions and antecedents of buyer-seller relationships quality. In light of the findings dimensions of relationship quality have emerged: mutual trust, partners’ commitment in the relationship, cooperation and creativity and innovation.

Also, the research identifies several key success factors in business relationships that are grouped into different categories: factors related to relational behaviours and factors related to characteristics of the offer.

These results serve as valuable indicators, allowing managers to evaluate, adjust and develop their relationships marketing strategies.

The research analysis using the ADKAR Model present those managers which feel most comfortable managing a new kind of model adapted with a new customer generation.

ADKAR Model as a conceptual model for understanding how individuals achieve change and as a diagnostic tool for identifying root causes of resistance, confirm that between the business and customers we can identify the following common elements for product and customers:

1. disciplinary structure;
2. ethics;
3. identity performance.

The study present the effective change management with a top-three elements performance list - task, system and high provocation for management change.

For long term economic viability management organization it is necessary to take the following elements as a new concept of reengineering of business (Table 2).

<table>
<thead>
<tr>
<th>Ethical</th>
<th>Environmental</th>
<th>Long term economic viability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human welfare</td>
<td>Climate change</td>
<td>Community investment</td>
</tr>
<tr>
<td>Business ethics</td>
<td>Natural resources</td>
<td>Sufficient Quality products / production</td>
</tr>
<tr>
<td>Supplier relationship</td>
<td>Agro technology</td>
<td>Ecosystem protection</td>
</tr>
<tr>
<td></td>
<td>Waste</td>
<td>Rural landscape conservation</td>
</tr>
</tbody>
</table>

Source: Realized by the author.

Many organizations undertake Business Process Re-engineering (BPR) projects in order to improve efficiency and reduce costs.

Although this approach can result in significant improvements and benefits, there are high risks associated with radical changes of business processes and the failure rate.

Bărbuţă-Mişu N. (2012, p.309) describe in her article a radiography of European economy pulse, after the evolution in 2011. She sustain that we could say that European company are located in communities with very diverse socioeconomic situations and the company franchises to people who can demonstrate that they understand the communities needs and desires.

This pressure has made Business Process Re-engineering (BPR) one of the most popular topics in organizational management and has created new ways of doing business (Tumay, 1995).

Both Quality Management and BPR relates to the fundamental rethinking and radical redesign of an entire business system to achieve significant improvements in performance of the company (Table 3).

<table>
<thead>
<tr>
<th>Systems</th>
<th>vs. Traditional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Independent business units</td>
<td>Bureaucratic conglomerates</td>
</tr>
<tr>
<td>Self directed work staff</td>
<td>Fixed job description</td>
</tr>
<tr>
<td>Open information IT</td>
<td>Privileged information</td>
</tr>
<tr>
<td>Reengineering of process</td>
<td>Efficiency of system</td>
</tr>
<tr>
<td>Just in time operations KAIZEN</td>
<td>Stock</td>
</tr>
</tbody>
</table>

Source: By the author.

The balance between the traditional and paradigms can be assurance by increasing competitive pressure that organizations currently face forces them to find ways of minimizing the time it takes to develop the product, bring products to the market and offer efficient and effective service to customers whilst at the same time maximizing profits (Table 4).
Table 4. Management change paradigm and traditional concept

<table>
<thead>
<tr>
<th>Paradigm</th>
<th>vs.</th>
<th>Traditional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empowered</td>
<td></td>
<td>Helpless</td>
</tr>
<tr>
<td>Total responsibility</td>
<td></td>
<td>Blaming</td>
</tr>
<tr>
<td>Win = win</td>
<td></td>
<td>Win = loss</td>
</tr>
<tr>
<td>Trust</td>
<td></td>
<td>Fear</td>
</tr>
<tr>
<td>Diversity</td>
<td></td>
<td>One = best</td>
</tr>
<tr>
<td>Customer centered</td>
<td></td>
<td>Production centred</td>
</tr>
<tr>
<td>Essence-base quality</td>
<td></td>
<td>Quality is externally imposed</td>
</tr>
</tbody>
</table>

Source: By the author.

To the end of article we can observe that management organizations are continuously seeking for innovative ways to operate in order to survive in a competitive business environment. The ADKAR model provide a tool for improving the connection between individual performance, organizational change management and business results. This study provides a significant contribution to the relationship quality literature and present few ideas for future management in a new manufacture vision for MANU-FUTURE (Table 5).

Table 5. ADKAR

<table>
<thead>
<tr>
<th>Task</th>
<th>vs.</th>
<th>Traditional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self directed</td>
<td></td>
<td>Boss directed</td>
</tr>
<tr>
<td>Vision focused</td>
<td></td>
<td>Function focused</td>
</tr>
<tr>
<td>Results focused</td>
<td></td>
<td>Time based</td>
</tr>
<tr>
<td>Total quality</td>
<td></td>
<td>Good enough</td>
</tr>
<tr>
<td>Employees as knowledge workers</td>
<td></td>
<td>Employees as non thinking followers</td>
</tr>
<tr>
<td>Cooperation</td>
<td></td>
<td>It is not my job</td>
</tr>
</tbody>
</table>

Source: By the author.

When people are faced with a new approach, or a new way of doing things and even when they know how to change, it takes time for them to fully accept the change. This is where day to day managers leadership is so important, in helping to solve problems arising from the change and generally to deal with the new market provocation. Many change initiatives fall at last hurdle in that they are happening, but rather than becoming embedded in the daily routine, over time focus on the change slips, or something new comes along. The primary advantage of ADKAR lies in its simplicity and whether managers follow this model or not, it serves

- to highlight some vital considerations associated with all major change processes, such as the need to plan the change meticulously,
- to communicate at all stages,
- to involve employees throughout,
- to lead the process every day and to bed down the change.

In that sense it is a useful conceptual model.

References