



Transformation in Action

- **Industry:** HR Technology – Total Rewards Systems
- **Overview:** Phased change management strategy that streamlined processes and engaged teams to optimize technology impact and maximize user adoption

Transforming Technology Investments into Human-Centered Business Results

Company Overview

Cox Enterprises, Inc. is a privately held, family-owned global conglomerate headquartered in Atlanta, Georgia. Generating approximately \$21 billion in annual revenue and employing more than 55,000 people worldwide, the company operates across communications, automotive services, and media. Its major divisions include Cox Communications, one of the largest private broadband providers in the United States; and Cox Automotive, which owns market-leading brands such as AutoTrader, Kelley Blue Book, and Manheim.

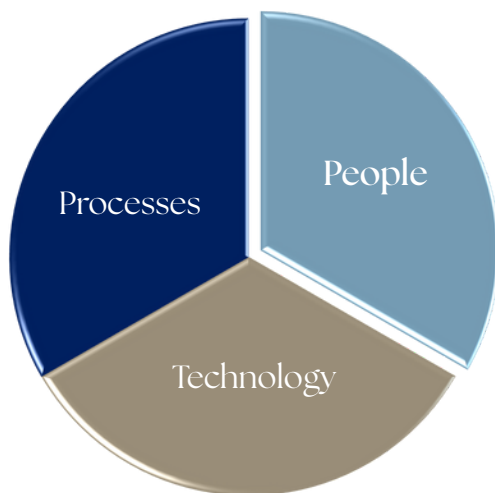
The Challenge

Cox Enterprises confronted a critical challenge characterized by disparate tools and platforms across its divisions for managing compensation and benefits, resulting in a fragmented process and inconsistent employee experiences.



Leadership reported difficulties including unclear performance review schedules, weak alignment between compensation and performance, limited transparency regarding incentives and internal equity, and challenges in standardizing compensation practices enterprise-wide. Addressing this issue required more than technological advancement; it necessitated a cultural shift from isolated, division-specific approaches to an integrated, transparent system that enables leaders to make equitable, data-informed decisions and fosters employee confidence in recognition and reward processes.

Our Approach



Our primary consultant was the lead change management professional for a distributed team of change and communications specialists across Cox Enterprises' major divisions. Collaborating closely with project management and technology teams, the consultant and team aligned technical deliverables and milestones with the change management strategy to ensure seamless coordination of process enhancements and system rollouts.

The enterprise-wide technology implementation impacted all teams and organizational levels, requiring the consultant and team to identify several stakeholder groups with unique needs

and design tailored messaging and engagement strategies. We developed role-specific training and documentation to build skills among platform users while engaging others as key partners in deployment and ongoing ownership. As Change Lead, the consultant led cross-functional team efforts.

Baystone's consultant conducted stakeholder impact and readiness assessments to tailor and prioritize next steps. Executive sponsors and engagement events championed the benefits of changes, while multi-channel communication plans ensured consistent messaging. Ongoing feedback loops enabled continuous refinement, and the consultant was the primary point of contact. Success was measured through adoption metrics and system usage. After go-live support was provided to teams.

Alignment. Adoption. Enablement. Experience.

Accelerating Adoption and Seamless Integration for Business Continuity

- Established strong stakeholder alignment
- Tailored communication, engagement and training to user needs
- Integrated change efforts with technology deployment
- Continuously tracked adoption and refined strategy
- Supported sustained engagement for lasting impact

Results

The implementation of Comp@Cox delivered a centralized platform that streamlined compensation and benefits. It enabled leaders to view their direct reports and extended teams in one location, make compensation decisions, and prepare for year-end conversations efficiently. The existing performance management process was better aligned with pay planning, improving the overall annual review experience.

HR and IT teams were actively engaged throughout the design and execution phases, ensuring the solution reflected the needs of both system users and business partners. Leaders were equipped with tools, resources, and training to confidently navigate the new process and guide their teams through the transition. We addressed employee concerns related to shifts in compensation timing through proactive communications and engagement.

Business Impact of Change Management on Technology Implementation



Increased Operational Efficiency

Streamlined compensation processes reduced administrative time and accelerated year-end planning cycles.



Enhanced System Adoption & Utilization

Targeted training and stakeholder engagement drove high platform adoption rates, maximizing technology investment.



Reduce Financial Risk

Proactive communication and change management minimized disruption, avoiding costly errors and employee dissatisfaction.

Partner with
Baystone Transformation Group to ensure technology investments deliver measurable business impact, optimize user adoption, and strengthen organizational performance.

