

# Which way next? Helping an established team shape a new direction

## Case Study



- £200m turn-over
- High Volume, Low Margin transactional B-2-B services
- 1000+ clients
- 600 staff
- Stable but flat profits

“Our working together, for so long, on the same issues, had led us to be somewhat formulaic in our approach. Our market was changing, and it was a good time to stimulate some new thinking within the top team”

CEO

## Scenario

Our client is a leading provider of business-to-business services throughout the UK. Their Leadership Team, having worked together over a considerable period, wanted a refreshed approach to their business planning.

## Our Approach

OIM relish such opportunities and focused our efforts on gaining a clear understanding of the organisation, its market, history and aspirations.

We wanted to understand how the Leadership Team operated: how their approach cascaded into the organisation and what value that created.

We needed to understand the individuals and team dynamic, the capabilities and limitations, review what had worked well, and less so, in the past.

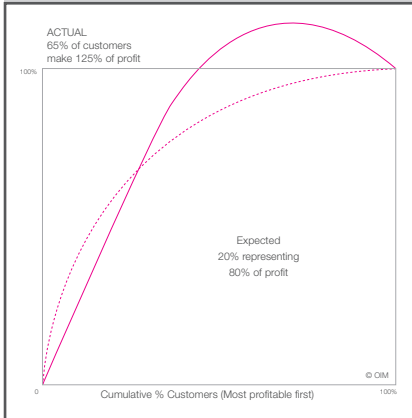
Having established a clear understanding we initiated a comprehensive program to support this team that included:

- **Assessment (Leadership team) – individual and team**
- **Developing a new approach to strategy development, to challenge and refresh their working habits**
- **Coaching and Team Development support**
- **Facilitation of strategy sessions and away days**
- **Program support – providing a framework to bring ideas into shape and pull them into tangible, executable plans**

We supported this process by providing valuable insight into their customers; market and profitability to further facilitate discussion and provide a framework for the evaluation of ideas including:

- **Customer insight**
  - Profitability, proliferation and contribution
  - Customer attitudes and behavioural data
- **Staff**
  - Engagement and feedback
- **Market**
  - Competitor evaluation
  - Trends and outlook
  - Brand awareness and evaluation

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“ The customer profitability data came as a shock, and then the realisation of the opportunity dawned ”

**Director**

- Profitability increased by 21%
- Customer retention improved dramatically
- Engaged staff \*
- Increasing market share

\*staff satisfaction survey Feb 2008 vs Dec 2006 and OIM engagement study Feb 2008

“ We have begun a cultural change, a very positive one! ”

**Managing Director**

We challenged our client to look at their business from different angles, presenting them with hard data and assisted them in identifying new opportunities, exploring potential futures for the organisation.

This process also uncovered issues that needed addressing, or would otherwise limit their ability to be as dynamic a business as they sought to be; for example, reward being misaligned with customer focus.

## Results

A new strategy emerged that would allow our client to capitalise on the considerable opportunities identified within their existing client base, possible new channels to market, and in an area of their business that had previously been somewhat sidelined in their thinking.

OIM is providing on-going support as they implement their new strategies, linking their staff, branding and operations to have a stronger customer focus and enhancing their commerciality.

In the first year, following the implementation of a new strategy, profit has improved by 21%.

*“...re-energised and refocused, and delivering more to our business as a whole, our staff, customers and shareholders. It has been challenging, but seeing the positive impact and progress we are making continues to be very rewarding and motivating.”* **CEO**

### Other Important Matters Ltd

3 Southcot Place  
Bath BA2 4PE

**Tel:** +44 (0) 1225 313748

**Email:** info@oimuk.com

Other Important Matters Limited is registered in England under company registration number 6030716. Registered office: Courtyard Mews, Piccadilly Place, London Road, Bath, BA1 6PL. Trading offices: 3 Southcot Place, Bath, BA2 4pe. Tel: 01225 313746 Email: info@oimuk.com