

CASE STUDY

Driving Effectiveness for Field Teams

The client

One of the UK's largest hospitality companies

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Working with mdj2 was an excellent experience, very productive and truly a joint venture. From the start of the project, it was clear that mdj2 not only possessed the skills and capabilities to support us with our brief but that they also took on board the challenge as if it was within their own organisation. The interpersonal relationships that were formed were very effective. The result, a fantastic piece of work resulting in a complete re-write of our operations eco-system (Field and Support office). The changes brought about simplification, effectiveness and focussed on performance and accountability. It also drove a multi million £ saving for the organisation.

CENTRAL OPERATIONS DIRECTOR

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The challenge

- The client had established that their field and support operations teams were ineffective and had not been set up for success
- The strategic plan required operational leaders who would deliver change more consistently across the 8 divisions
- They needed to deliver significant financial savings to meet profit targets

Our solution

- Phase 1 - **discovery**: audit the entire field support ecosystem including how people spent their time, factors that reduced their effectiveness, headcount & cost benchmarking, structure review
- Phase 2 – **design**: developed new role profiles for all field roles, designed a revised organisation structure to deliver cost savings and improve operational accountability, recommended process & ways of working improvements and developed a blueprint for a culture of performance management and accountability
- Phase 3 – **delivery**: supported the in-house project team to launch the changes through workshops and launch events

The result

- Enabled annual savings of £3.7m to be delivered through efficient organisational design and improved operational processes
- Removed 7.5 hours of task per Area Manager from a typical working week, freeing up time for leaders to spend with their teams
- Initiated a step-change in leadership behaviours to create a high-challenge, high-trust and high-performance culture