

Case Study

The company

A retail company with significant opportunity for growth in a sector hard hit by the recession needs to reposition itself as a leader in its field, in order to secure its future in the medium- and longer-term.

The company, providing a mail order service for house-building tools and materials, had been operating for 15 years, with a staff of 300. Operating in a market that had been badly hit by the housing market crash, the business now had an opportunity to grow, consolidate and become a market leader. A new CEO had been appointed and tasked with re-branding the business and transforming performance.

The challenge

Re-positioning as a market leader required significant future growth without adversely affecting current performance. The aim was for organic growth to be achieved via a 40% increase in turnover year-on-year, so that expansion could be achieved without resorting to external investment.

Both productivity and customer focus needed to be improved across the business, and brand awareness outside the company's immediate geographical region was low.

The new CEO required a more strategic, forward-thinking senior team, working together to provide leadership for the business during a time of intense change. HR policies also needed to be updated to support the change management process.

Key Business Needs

- A people strategy, updated HR policies, and change management process to deliver growth for an IPO or trade sale within 5 years.
 - An effective senior team to provide strategic leadership internally, enabling the CEO to focus externally.
 - Effective performance management to communicate expectations regarding standards and competencies, set targets aligned with the strategic plan and support improved performance.
 - Restructuring and recruitment to expand and consolidate the skills base.
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The approach

NHR provided the business with support with HR services, management development, coaching, recruitment and performance management.

- A facilitated session was held with the senior team to develop and set the strategic agenda.
 - Senior managers were assessed in-depth, personally and in the team context to determine their skills, aspirations, strengths and weaknesses.
 - A dual pronged approach was put in place, providing team and individual coaching.
 - Management was restructured to facilitate growth and succession planning.
 - A set of management competencies and behaviours was developed and agreed and an on-going development programme put in place to support managers in achieving them.
 - Monthly 'clinics' were held with each member of the senior team.
 - A performance management system was designed and implemented.
 - The staff team was restructured in line with the new strategic plan.
 - A recruitment strategy was designed to forecast, advertise, recruit, process, induct and retain new staff.
 - New staff were recruited to complement the existing skills set and create the right skills base to achieve the strategic plan.
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The outcome

- A clear strategic plan was in place which the whole organisation recognised and was working towards.
- A performance management system was established, aligned with the strategic plan, to support staff in developing the skills and competencies required for business growth.
- An increase in turnover and profitability was achieved within 12 months