

Change Management / Programme Development

Our Client's Needs

Our Client is a large, service-based, customer-facing Business, with Teams organised in regions around the country. A couple of years ago a new, innovative service was pioneered by the Business and launched to the market through a national advertising campaign. Regional Teams received local briefings on the new service and a broad range of support information was provided through the Intranet.

18 months after the launch, take-up of the new service was far below the envisaged targets for the Business. Customers simply were not looking for the service and Regional Teams claimed either a) there was no demand for the service or b) for various internal reasons they could not sell it in sufficient numbers.

However, industry research showed that the service was 'the next big thing' for their market and any Customers who had experienced it rated it very highly.

The Business knew there was a barrier to the successful take up of this service but were not sure if it was a problem with their People, their market or the nature of the service itself!

"OMT Group were very professional in their approach to this Product Review. They gathered consensus around the Business and opened all our eyes to the blockages. They also gave us great ideas, which we are now implementing. We plan on using the same approach to review other product lines now. The whole thing took about 3 months from start to finish but we enjoyed it every step of the way."

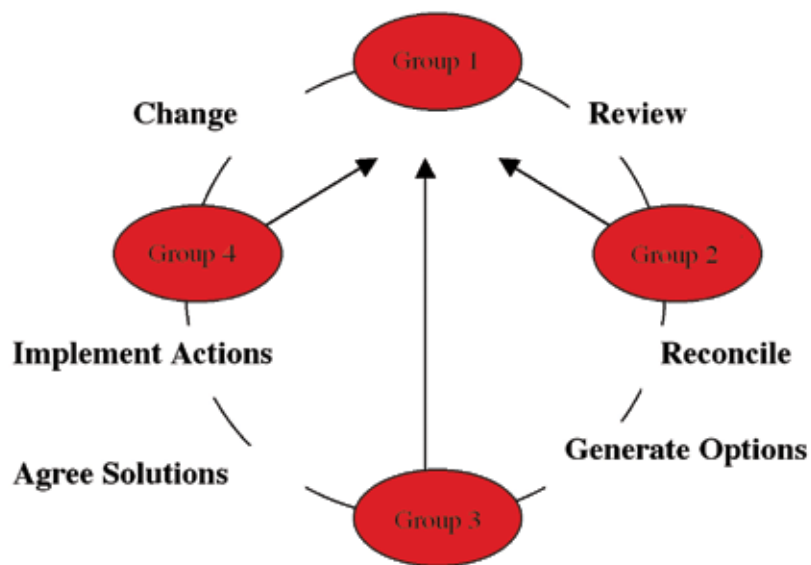
OMT Group's Way

OMT Group proposed an Organisational Development Solution based on Breaking through Barriers, which aimed to:

- Understand the internal and external factors and issues relating to service
- Identify critical barriers and opportunities impacting the take-up of the service
- Provide solutions to overcoming these barriers and leveraging these opportunities
- Gain commitment and buy-in at all levels in the Business
- Increase the take-up of the service by 70% within 12 months

OMT Group's approach was twofold:

1. Get to the heart of the matter by involving Stakeholders at all levels across the Business – from the Senior Management Team through to those at ground level actually selling the service
2. Do so in such a way that barriers and opportunities can be explored, ratified and acted upon there and then rather than waiting until the end of the review to come up with a list of recommendations.



OMT Group's Solution

The Organisational Development Solution proposed involved a series of Discussion Groups at all levels within the Business. Starting with the Senior Management Team, working down through Middle Management and finally to the broader population who were involved in the sale or delivery of the service.

Discussion Groups took place over a 6 week period and followed the same agenda for all Groups – Explore the issues with the Service from all angles, brainstorm potential solutions to these issues and agree ownership for the solutions which could be implemented there and then.

Where issues were unclear or the chosen solution required approval from management, it was brought back up the chain to be ratified. This approach required some managers to attend up to 3 Discussion Groups so management commitment was essential to the process. **However, by the time the Discussion Groups were completed the service had been fully reviewed and changes were already in progress.**

OMT Group facilitated all Discussion Groups as follows:

- General introduction of issues and process
- Guided format for discussions - generated debate, challenged ideas and supported options as appropriate
- All Key Points/Issues were logged for review by the next Group
- Action Plans for solutions agreed were documented and passed on for approval and implementation, as appropriate.

The Success Story

Following 6-8 weeks of Discussion Groups a final review of findings and changes was presented back to the Business:

Initially it was found that certain strengths would provide a good foundation to build upon:

- All Employees believed in the Service from the outset.
- All Employees recognised the benefits the Service would bring to their Customers.
- All Employees were fully aware of the consequences for themselves and the Business if this Service failed.

However, having been guided through the Discussion Groups, the Business now had key changes to implement to ensure the development of the Service:

- A new Sales Process and Service Policy to support all internal Teams
- A new Team Incentive Programme
- A new IT Training Programme for Sales People
- A new monthly Management Briefing Session
- Some minor changes to the Service Product itself
- Some new Marketing Messages to be incorporated into all future marketing of the Service

The Solution provided by OMT Group not only helped our Client identify the changes required to ensure service growth but created buy-in and commitment to the service in the process. Changes were agreed and implemented there and then where possible so that the Business started to feel change and improvement very quickly.

4 Months down the road Sales Figures have already lifted to the minimum required but trends show that Sales Targets are now likely to be exceeded by year end!