

CASE STUDIES

CHALLENGES AND SOLUTIONS

Advisory & Brokerage:

Interim management

Sectors:

Facilities Management
[Security maintenance]

Challenge:

Transforming a business without the time or resources available

Outcome:

Short-term appointment of a senior executive to drive change

Our client is a medium-sized soft-services supplier who works in the South of England.

They had successfully grown over the years but reached a point where turnover was stagnant and profit had decreased. Whilst current contracts had been extended, no new accounts had been secured.

The owner felt the business lacked direction and he was at a loss, feeling he had nobody upon whom he could rely to help him and the business move forward.

He therefore engaged us to help identify a set of actions and what the underlying issues were in his business.

We initially undertook a set of workshops following an assessment of his operations against what we considered 'best in class', and from this we worked with him to engage his management team.

This had mixed results, and we agreed with him that an interim executive should be appointed to work with him on a defined basis, so this person could get to know the day-to-day workings in detail and support our client.

Over the course of three months, our interim executive was able to directly address a number of issues that came to light and was on hand to support our client at his offices.

The end result was that our client made a number of personnel changes and had the confidence to take the business forward with a new plan and a fresh team to support him in the programme of change that had been agreed.