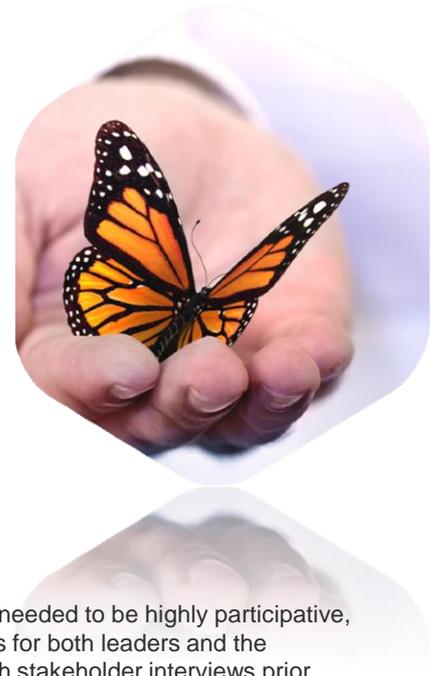


Business Transformation

Case Study

Continuous improvement was embedded in all processes as part of the new ‘sustainable performance’ culture.

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The Client

The client is a provider of integrated customer management solutions supporting two major petroleum brands. Their service is their business, and they offer a broad spectrum of services including:

- Financial reporting and many other specialised financial services
- Logistics and Distribution Operations.
- Marketing Communications and Campaigns.
- Outbound Telesales and New Customer Acquisition.
- Call Centre Operations and Customer Service
- People and Culture... and much more

The Challenge

Launched in July 1999, the client was established as a wholly owned subsidiary company of a major petroleum brand. Since then, their client base expanded significantly to include a second major petroleum brand in their service delivery.

At the start of 2012, the organisation was poised for further growth. A significant number of leaders (including the General Manager) were new to the executive team and needed to come together around an expanded vision.

To enable the growth to occur and for the organisation to evolve to a higher level of service capability, the client’s leadership team needed to transform to become a more cohesive, targeted and strategic group that would have a direct impact across all levels of business.

The Solution

To be effective with this group, the process needed to be highly participative, relevant and to address long term objectives for both leaders and the organisation. This process involved in-depth stakeholder interviews prior bringing everyone together in a workshop setting.

The Approach

Participants were interviewed around their role as leaders; their role in the team, what they thought was or was not working in the organisation, and what they needed in order to fulfil their personal vision for the future of the business.

HCI worked with the client to identify the key themes from these interviews, which lead to developing the desired outcomes to be explored in a series of offsite sessions with all the leaders from multiple levels of the organisation. The key focus was to shift the thinking from operational to strategic.

The recurring themes from the interviews were discussed in the sessions allowing fresh insight and understanding of everyone’s vision for the organisation. Input was sought from all who attended resulting in a totally inclusive approach that encouraged trust, openness and honesty. This led to a clearly defined path forward for the organisation with a united leadership approach.

Results Achieved

The roles of the Executive Team and Extended Leadership Team were reviewed as the new way forward was implemented. As a result:

- Continuous improvement was embedded in all processes as part of the new ‘sustainable performance’ culture.
- Participants connected, created new ways of working together, focused on more strategic initiatives directly linked to their target areas, and significantly improved delegation of key tasks. This continued beyond the workshop sessions into the day-to-day working environment.
- A new charter was established to focus on leading operations with much higher levels of responsibility for delivering strategic outcomes.

The larger leadership group is now fully engaged in the enhanced vision for growth, focusing on cost efficiencies and their new objective of ‘delivering outcomes through others’.