

BUSINESS SUCCESS STORY

Businesses must adapt....
yet, is your organization 'change-ready'?

'business en motion' assists corporate decision makers to position and drive strategic change initiatives across organizations. We address business challenges such as the 'how to's'.... launch new brand personas, increase market share, introduce new technologies, build leadership cultures, operate with new efficiencies, working with new accountabilities, developing new structures.

Company Name
business en motion

Type of Company
Professional Services

Address
Middle East and Australasia

PURPOSE

Debbie Nicol, Managing Director 'business en motion' designed, developed and implemented an organization change that helped it thrive. Central to this project's success was the introduction of a culture of leadership, and improvements at the intersection of process, people and culture.

THE SITUATION

This business was riding high – until the economy started to contract, and truth was revealed. 'Pot luck' was the fuel for this business's engine, yet the forecast for 'pot luck' was now bleak. It was time to equip the organization with what was needed to emerge fitter and stronger in its 2.0 version..

SALIENT POINTS

02 Snapshot of Reality

03 Key Questions

06 Success Factors

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01 Impetus for Change

The CEO stated: 'I have been told the company needs HR. I don't understand HR nor the value it is supposed to add. You have 6 months to convince me otherwise'. That was the start of an organization-wide business rebirth: strategically, structurally, operationally and culturally – well beyond HR.

02 Snapshot of Reality

A Food and Beverage company operated both QSR (Quick Service Restaurants) and CDR (Casual Dining Restaurants) options in the UAE and across the GCC. With two well-established and reputed brands serving two key demographics in an emerging and growing market, revenue was in a free-flow state; little effort or business planning was required to keep the cash registers filling, exploding top line results day-in, day-out. This positive market trend resulted in positivity, opportunity and burgeoning revenues yet on the other hand little to no need to explore future challenge, change or growth.


Scratch the surface, and beyond the burgeoning revenues however were antiquated reactivity and random 'pot luck': business management systems were non-existent as was positive impact from the board and leadership. Archaic practices existed: for example, cash was carried to the head office on a daily basis in the backpack of the team members, cost of menu items was unknown, inconsistency with people matters thrived. Scratch deeper still, a lack of alignment between the peoples' skills and customer needs existed, reactivity drove every decision according to the mood of the day and a lack of autonomy and vision had the organization dependent on one person, 'the boss'. Indeed, this 'backyard' approach to managing a business was a dangerous space for any organization to operate from.

Simultaneously, other indicators reinforced the need for change. The previously-unstoppable economy was beginning to contract while oversupply of restaurants paved the way for an increased levels of discernment. Laws imposed demands on legal entities, and new international business requirements were becoming an essential expectation for business owners (eg quality, eg CRM etc) etc.

"If the opportunity for change was not taken, the business would soon be a sinking ship."

This combination provided opportunity for change, to design and lead a business future 2.0. If the opportunity for change was not taken, the business would soon be a sinking ship.


In this success story, 'business en motion' partnered with the CEO, taking an established business operating for 15 years, 'knocked' it down and rebuilt it from scratch, to ensure the organization could enable or even influence a customer-driven, future-oriented organization.



"People started to understand who they were to be."

In three short years, key milestones included:

- A 140-strong workforce increased to 220-strong workforce, showing alignment with increasing revenues
- A topline revenue increase of 90% (in a contracted economy) in two years, through a targeted expansion plan
- Efficiencies reduced expenses by 48%
- A transition from little to no structure to a strong organizational framework
- Processes were introduced and measured, being at the core of cost management progress; the most appropriate 'how' to be adopted for our scenario
- A move away from 'do your own thing' to a culture that glued all people and actions together
- A franchising model emerged



"Management without leadership keeps an organization stuck."

The above was simply evidence that effective management was introduced. Yet more importantly, **leadership capability** was the driving force with:

- Everyone seeing a different future that gave hope for new priorities
- People using that 'image' as a filter for decisions and a measure for progress
- Shared priorities and alignment existing
- Unity emerged opening opportunities for self-correction

03 Key Questions

No organizational function is separate from others, with each having cause and effect on the other. We needed to explore the dependencies between departments. This led to the opportunity for a strategic think tank, which produced a strategy map, scorecard and the picture of the future. That process addressed the following questions:

- What was the *real* reason for change?
 - HR was not the desired, first-level change after all; If the organization did not become a customer-focused organization, ready to serve changing market needs, it simply would not survive.
- What did the organization want to be?
 - The appropriate people collaborated to define what a customer-focused organization, ready to serve changing market needs, looked like.

- What was needed to be done, so ‘we’ could get there?
 - ‘We’ was defined as resources, ideas, people, structures, cultures that were within our scope. A strong decision was taken not to copy and paste others, but to work within our own limitations and reality.

04 The Strategic ‘How’

We were then fully equipped with the what and why of our business, and the future it afforded us to catch up with the times. With this firmly in place, and the allocation of roles to move towards achieving this, we kicked off the change, which consequently went deeper and longer into the ‘how’.

- This required:
 - Clarity of business’s vision for the emerging world, use of vision and structured tools to travel the journey of change
 - Dedicated plan of action for each department to move towards that future
 - A structure that would enable that future
 - Jobs and skills defined that would fuel that structure; the right person in the right position
 - Products that would serve the changing market need
 - Systemized operations to make it happen
 - A culture that showcased and rewarded priorities
 - A human development set of pathways, with supporting compensation pathways

Our work was cut out for us, yet the organization responded well!

05 Challenges Faced

1. Evolving recruitment practices were not prioritized as rapidly as they should have been resulting in some ineffective change-resistant managers coming on board. They were recruited according to an antiquated Job Description that had no mention of ‘change as a leadership competency’. This added unnecessary stress with attempts at derailing the change process.
2. Limited experiences led to limited ability to foresee the change, so much education was needed at each vital step before deliverables could be committed to.
3. Varying degree of transparency permeated the culture, holding back some milestones.

Through the process, we reinforced that the presence of the below factors *brings* as much value, as the absence of them *takes* value.

1. An active and visible executive sponsor who represents hope in a better future for all. That role goes well beyond the resourcing, into the high-level messaging and consistency of message and action that continue to reinforce the picture of the future.
2. Open minds to change. A willingness to ask for help and an ability to recognize mistakes as learning opportunities. This is much more important than experience with previous changes.
3. The importance of ‘the right people on the bus’, in the right position at the right time.
4. Constant checking in with how the progress aligns to the desired outcome.
5. Transparency with what is going well and what is not.
6. A balance between managing the small details and keeping one eye on the big picture.
7. An identification of resistance, and a willingness to recognize it as needing attention.

‘business en motion’ thrives in moving businesses and leaders ahead through change. Make contact now to explore what ‘business en motion’ can bring to your change.



Success Story **'4-YEAR PROJECT'**

Providing Professional Services
and Solutions to your Business

ABOUT THE AUTHOR

Debbie Nicol is an Australian business executive, operating 'business en motion' across the Middle East and into Australasia. Her penchant for Organization Development initiatives grew stronger with every disconnection she experienced in the corporate world. With structured, process-driven initiatives addressing this issue, she was able to reconnect leaders to themselves, the Board, the team members, customers and the external environment. Debbie believes in the power of systems, while moving organizations and leaders ahead, through change.

business en motion

'business en motion' moves businesses and leaders ahead through change. It serves leadership, change and strategy needs of organizations across the Arabian Gulf region and into Australasia through the services of training, coaching and solutions. Organization Development (OD) Initiatives support the latter, and represent true excellence in the portfolio of services.

'It is so easy to work with 'business en motion'. They have a knack to lead us to change with very little to worry about.'

All OD initiatives bring together opportunity for the USP's of 'business en motion' to shine. We craft customized models that 'fit' the organization's uniqueness. We use current capability with 'stretch' as the mantra. We always start with the end in mind and we achieve real and lasting results – because we build ourselves out, gradually transferring ownership as we gently weave in-house capability into the core of the initiative.

CONTACT

'business en motion' will always stay in touch with its client base. We love to hear from you too.

- www.businessenmotion.com
- info@businessenmotion.com



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