

# CASE STUDIES

next90days

Accomplishment, Company & Date	Accomplishment Description	Outcomes
Doubling Production In FMCG/ CPG	Through operator-led improvements; significant investment; careful project management and people engagement I was able to ensure that a high-tech food production capacity expansion was delivered on time and producing the expected volume of quality product.	Involving experts close to production creates the best designs and a determination to succeed together. <b>Production Doubled.</b>
Same Day Service In Field Operations	<p>I led a review of the complete operation changing all aspects from engineer's diagnostic tools, working hours, employment model (adding more contingent labour); supply chain; job scheduling and service management.</p> <p>The changes enabled us to move to a same day service (from a 2-3 day service) that was so robust we were able to make claims in the media (TV regulators demand evidence of 99% achievement).</p> <p>A decade later the company uses the same solution and it has helped ensure continued strong market share in a competitive sector.</p>	<p>Being bold and systematically addressing the core challenge makes it possible to drive a step change.</p> <p>Create a strong sense of purpose and use this to encourage a team to find solutions together and not be daunted by the size and complexity of the challenge. <b>Same Day Service created competitive advantage.</b></p>
S&Op System Airline Catering	<p>The operation has successfully delivered for customers using fairly primitive and traditional methods. However, a customer change in how goods were bought meant the company was becoming less well equipped to deliver the service expected.</p> <p>I was able to provide a short-term fix, win support for investment in a completely new Planning and Supply system, and then sponsor the project through to successful conclusion. Five years later a key customer has been retained and the system is still operating successfully.</p>	<p>Being able to use experience, different viewpoints, data and modelling, it is possible to help find new root causes, increase objectivity and so unlock novel game-changing solutions. <b>Critical clients were retained.</b></p>
Covid-19 Response Multi-country Professional Services	<p>Delivered a comprehensive Plan to manage through the crisis that was co-ordinated across 40 countries, each with different approaches to the Pandemic. I set a clear framework and filled it with local documentation covering all aspects of safe operation inside and outside the company, and ensured this was rolled out in two weeks with a further week to train 2,000 people globally. Ultimate success point: a seasoned Singapore auditor claimed the documentation was the best he had ever seen.</p> <p>Delivered a brand-new dashboard for customers that enabled them to see the status of our multi-country and multi-service operations. I led the production of this with a small team for free, in 2 sprints.</p>	<p>If you spot an issue, act early. People are amazing in a crisis and appreciate genuine passionate leadership. Be clear what you will do and why when you are facing ambiguity and uncertainty, allowing yourself the space to change if the assumptions change. <b>Services Restarted safely, we monetised this with a customer and the company has found it so valuable it was re-platformed to Salesforce.</b></p>



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Thought leadership transformation Team-Team/Randstad Temp workforce industry	Focus on Hospitality temp workers lead to change in infrastructure within the branches. Specialised units were introduced, specialised training was given. Media approach with strong Hospitality content.	Hospitality recognised as specialty. Increased volume of flexworkers, higher tariff. <b>Tempo-Team became employer of choice.</b>
Brand development ISS Facility Services Facility Management	Catering label not able to compete in the market. Brand development with professional agency to 3 new labels in Catering, Party Catering and Coffee and ordering via app.	ISS Catering ahead of the game leading to more contracts, sales and thought leadership. <b>Growing to serious competitor.</b>
Service delivery integration, ISS Facility Services Facility Management	Stand alone service divisions faced with eroding margins. Global strategy focus to offer full integrated services to bigger, blue chip companies. This lead to an integration project to build 1 division, taking out double positions and building central back office.	Integrated Facility Services for XL clients. Divestment of smaller clients and non core business. <b>Ability to balance margins leading to total higher margin.</b>
Digital transformation, Sandd Postal industry/logistics	Dramatic downfall in hard copy mail services in the market. Urgent need for development of digital services/solutions to keep the required volume to cover the infrastructure and uphold profit.	<b>Development of 4 digital products</b> with newly hired digital/data experts. Newly generated revenue counter balanced the drop of main product volume.
Restructuring to Clusters, Santa Fe Relocation Mobility industry	Transforming from a local to a global company to meet the needs of global clients and create higher efficiencies.	Re-structuring from country to cluster organisation. Building global aligned process. <b>Meeting client needs and lower cost structure.</b>
Efficiency optimisation, Santa Fe Relo Mobility industry	Lifting operational margin to the next level. Balancing human and digital to the best mix.	Time and motion study led to <b>optimisation and alignment of workforce.</b> Introduction of digital systems and tools to respond real time and reduce work force.
Centralising global sales, Santa Fe Relo Mobility industry	Urgent growth need. Finding new propositions to answer the changed needs of the mobility industry.	Centralising global sales efforts and development of new services. Pipeline management with Salesforce. <b>Introducing and coordinating Global commercial actions.</b> Creating thought-leadership during Covid-19 crises.