



Case Study

Strategic Business Review

A leading Global FM provider had acquired two technical maintenance businesses in adjacent European countries. These businesses had continued to operate independently under their original management and had started to lose money. The objective was to integrate the two businesses and migrate into the International group business.

ChangeStone carried out an initial review of the businesses to map the background information and determine an overview of the operations. This was supplemented by in-depth review meetings with each country's management; detailed investigation of the supporting systems, processes and functions; and several case study site visits to fully understand service delivery capability.

The picture built up of the two businesses was fed back to the combined leadership team in a detailed presentation with a high level set of recommendations building on the strengths of the existing business, addressing the weaknesses and external threats of the businesses, and targeting the available opportunities.

ChangeStone then worked with the Leadership Team to help them build and own their strategic consolidation and improvement plan around the following elements:

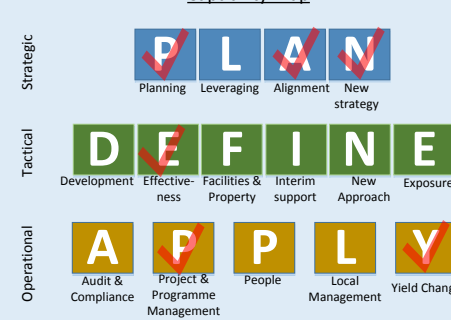
- Company re-organisation
- People management and communication
- Building up technical capabilities
- Delivering suitable support systems and processes
- Developing Customer Care & Account Management practices
- Business Development and Sales



At a glance

- Understand technical capability and determine recommendations for consolidation.
- Local in-country competitor analysis and market opportunities.
- Develop a prioritised action plan and gain buy-in from the local management teams.
- Review of head office and support service capabilities
- Operational assessment to identify the reality of how the businesses functioned on the ground.
- Stakeholder workshops to establishing local ownership of the transformation plan.

Capability Map



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