

Client Profile

- » Our client was a pan-European services group, providing development services and digital presence to large organisations globally. In particular, the group was largely involved in developing membership scheme websites and services.
- » The company was struggling with optimising their costs.
- » cibsys was engaged by the CEO to develop and run a cost optimisation programme to raise profitability

Challenges

- » The initial current state assessment showed a variety of interrelated problems, faced by management, including the following:
 - ✓ High cost of overheads in relation to revenues
 - ✓ Flawed sales processes and weak product positioning
 - ✓ Non-incentivised sales people, resulting in poor sales pipeline
 - ✓ Too low operational budget to staff ratio, with many employees not busy for long periods of time
 - ✓ Too many offices that required operational expenditure

cibsys Approach

Reviewed cost base for short-, mid-, and long-term cost optimisation objectives

- ✓ Ran management workshops to raise ideas
- ✓ Agreed objectives with key stakeholders

Translated objectives into timely and measurable goals (SMART)

- ✓ Created a plan for a programme of change
- ✓ Provided rationale and cost-benefit analysis to make decisions around headcount, sales strategy, and processes

Ran the transformation as a Programme of Change across the organisation

- ✓ Ensured management acted to realise cost and head count objectives
- ✓ Measured time to market and results according to agreed objectives

Key Outcomes and value Creation

- ✓ **Sales strategy:** transformed the sales channels and developed an effective incentive programme for sales people
- ✓ **Product positioning:** ensured that the products were best pitched to market based on competitive analysis and market research
- ✓ **Operational expenditures:** Reduced headcount and the number of offices to allow for more discretionary spend
- ✓ **Value Creation:** Turned around the organisation's financials from making a loss to achieving break-even within the first year.

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