

## Assess

Our client was a pan-European services group, providing development services, and a digital presence to large organisations. In particular, the group was significantly involved in developing online membership scheme websites and related services for clients. 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.

- » The team conducted an initial current state assessment working with all departments across the group to identify the challenges and opportunities.
- » The initial study 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 in the market.
  - » Poorly incentivised sales team, resulting in a weak sales pipeline.
  - » Low operational budget to staff ratio, with many employees not busy or chargeable for long periods of time between assignments.
  - » Too many regional offices that required high operational expenditure.

## Advance

### Reviewed Financial Base for Short-, Mid-, and Long- Term Optimisation Objectives.

- ✓ Organised and executed management workshops to raise ideas for improvement.
- ✓ Agreed objectives with key stakeholders.
- ✓ Identified levers to resolve challenges and achieve opportunities.

### Translated Objectives into clear Timely and Measurable Goals (SMART Method)

- ✓ Created a plan and budget for a program of change to realise goals.
- ✓ Provided rationale and cost-benefit analysis to make decisions around headcount, sales strategy, and process changes.

### Ran the Transformation as a Programme of Change Across the Organisation

- ✓ Ensured management acted to realise the target cost and head count objectives.
- ✓ Activated savings from supply chain negotiating revised contracts.
- ✓ Measured results and deliveries against targets.

## Assure

- ✓ **Sales strategy:** transformed the sales channels and developed an effective incentive programme for sales people to increase pipeline and raise revenues.
- ✓ **Product positioning:** ensured that the products were best pitched to market based on clear value and competitive analysis & market research.
- ✓ **Operational expenditures:** Reduced the un-utilised headcount, consolidated contracts & processes, and optimised the number of offices to free more discretionary spend.
- ✓ **Value Creation:** Turned around the organisation's financials from making a loss to achieving break-even within the first year.