

Work smart, Business Case 1

The initial challenge(s)

Redefining the strategy of a mid-sized construction company

Due to a rather tough economical context, the company was looking at how to reinvent itself; so to become more profitable by delivering high quality, increasing its operational efficiency while still being exemplary with human resource management.

The approach

First, we facilitated the top management to review their mission, vision and strategic focus through workshops. Once a common vision became clear and concrete, among others by means of a (high-level) strategy map, next management levels - of the different functional parts, i.e. business development, project acquisition, project execution, quality management, HR, etc. - were involved to contribute as much as possible to the further embodiment of the new vision. The high-level strategy map was so articulated to strategy maps in the several departments.

Thereafter, indicators were defined to make the new strategy and new objectives even more concrete and measurable. Not only at higher levels, but down to the operational team - even individual - levels.

Also (business) programs were defined to make the transformation more tangible and manageable. One of the main projects resulting from this strategic reorientation was the investment in a new ERP (Enterprise Resources Planning) software. Indeed, operational efficiency was an important aim to be achieved. To make sure that the software selection - and the choice of the integrator - would be the most appropriate one, an in-depth analysis was carried out, including a process redesign, based on the newly defined business vision & strategy.

The result

Thanks to the earnest involvement of all levels in all departments, the transformation was successful, with little or no resistance to change. The transformation resulted in a considerable productivity increase, thanks to a full transparency of business processes, and how those supported the higher organisational / strategic objectives. People were even better motivated by knowing how their own efforts lead to the overall growth of the company through the **strategic versus process versus team/individual** objectives relations.