

Cultural audit – managing marketing performance

1) Terms of Reference

The aim of the report is to present the findings of a cultural audit for Design Solutions Leeds office, identifying strengths, weaknesses and key issues which may impact on the business unit achieving their goals and objectives.

2) Executive Summary

Culture plays an important part in managing organisational strategy. Managing culture can prove to be problematic as it is difficult to observe, identify and control, something which is taken for granted (Johnson and Scholes *et al* 2008). The aim of this report is to:

- Use the findings of the cultural audit to examine the existing culture in Design Solutions Leeds, identify strengths and weaknesses and key issues
- Assess how culture change can lead to strategic development, stronger corporate proposition, increased productivity and competitive advantage
- Discuss how moving towards a more customer oriented service culture can contribute to achieving business objectives, and what impact this will have on organisational structure, processes, culture, communications, stakeholders and shareholder value
- Recommendations as to how culture change and organisational performance can be achieved and monitored through medium term planning.

3) Business Goals / Objectives

The corporate and business unit objectives are attached in Appendix 3 for reference.

4) Culture and Leadership Overview

Schein in Johnson, Scholes and Whittington (2008:p189) describes organisational culture as the, “basic assumptions and beliefs that are shared by members of an organisation, that operate unconsciously and define in a basic taken-for-granted fashion an organisation’s view of itself and the environment.”

Watson in Mullins (2002) describes the differences between leadership and management using the McKinsey 7S framework, managers tend to address strategic, structure and system issues, whereas leaders are more inclined to be involved with style, staff, skills and shared goals – the soft Ss.

Adair (2003:p62) describes a good manager as having the following attributes:

- Reliable
- Responsible
- Trustworthy
- Hard-working
- Thrifty with scarce resources
- Plan ahead

- Keep to agreed procedures or systems
- Prompt in business
- Open minded to change
- Knowledgeable in their specialities
- Meticulous over detail
- Cheerful
- Fair and courteous in their dealings with staff and colleagues
- Keep in control of things
- Loyal to the organisation
- Achieve their targets
- Good time managers.

In addition to the above, leaders should provide direction, create team working, lead by example and inspire others (Adair 2003). Drummond and Ensor (2001) define a leader as someone who can get the best out of people and is able to deal with the unexpected. Schein (2004) describes a leader as someone who creates and embeds a culture into a group, who then subsequently manages and changes the culture.

5) Cultural Audit Findings

The first section of the cultural audit asked employees general questions about the Atkins corporate culture, and the culture in the DS Leeds office. Johnson and Scholes' cultural web and the Deal and Kennedy typology of culture were used as a framework for assessing the current situation. Adair's, Blake and Mouton's, Belbin's and Johnson, Scholes *et al*, and Mullins (charismatic, transactional and transformational leadership) models were used to ascertain the current leadership and management style.

The questionnaire was piloted on two senior members of staff and amendments were made to the document. The timing of the audit was not ideal due to year end and the business restructure. The main respondents of the questionnaire were the Leeds management team, discipline heads, directors and managers, who had various years of service working for Atkins, within Design Solutions.

5.1) General findings

5.1.1) Atkins corporate culture

Atkins does not appear to have a recognised corporate culture. Employees recognise the mission statement, but in the absence of values and a formal corporate culture, each business unit, office and discipline seems to foster their own culture

5.1.2) Subcultures within Atkins

In the absence of a formal culture, the results of the audit concluded that subcultures are in existence across Atkins. Because Atkins consists of various business units, each with their own customer base, it may be the case that each unit has its own culture, which may provide differentiation for that part of the business.

5.1.3) Customer oriented service culture

Atkins does not have a company wide customer oriented service culture, but it is evident in some business units. The corporate vision states that we should be consistently anticipating and addressing clients' needs, in practice, this will be difficult to achieve on a consistent basis as business units operate on different levels.

5.1.4) Culture and the cross selling of services in DS Leeds

Historically, the DS Leeds culture did not facilitate or assist in the cross selling of services, this has improved due to personnel changes, but it could still benefit by encouraging a more customer focused mentality

5.1.5) Who is responsible for marketing?

The results of the audit showed that everyone in the organisation contributes to the marketing effort, and that everyone has their own part to play in the process in everything we do, all of the time.

5.2) Cultural web

5.2.1) Stories

There appear to be conflicting stories regarding the image of the company, on the one hand there is the engineering "safe pair of hands" image, alternatively there is the innovative design led perception. This may be confusing to our clients, so it is important that we deliver the right key messages to our target markets.

5.2.2) Rituals and routines

Routines tend to focus on controlling costs and working routines rather than procedures which contribute towards a unified culture.

5.2.3) Atkins' symbols / image

In terms of symbols, employees associate the corporate logo and the "Burj al Arab" one of the most iconic buildings in Dubai produced by the company with the Atkins brand.

5.2.4) Organisational structure

The results of the audit showed that the structure is in a state of confusion in the current climate. However, once the structure of the new business unit becomes more recognised and apparent, this may improve.

5.2.5) Control systems

This area of the cultural web appeared to be quite problematic, it was suggested that too few controls existed, and that the right kind of measures needed to be introduced to allow progression. Once the new reporting systems, measures and personnel are in place, this issue may be alleviated.

5.2.6) Power structures

The Leeds office has a decentralised business unit strategy, which fits in with the Group objective identified in Appendix 3.4, this allows us to cater for national and local client relationships.

5.2.7 Additional culture comments

Feedback was obtained as to what kind of culture may work well. Please refer to the findings section Appendix 5 for further information.

5.3) Deal and Kennedy typology of culture framework

The results of the audit concluded that the most prevalent culture in the Leeds office for Design

Solutions is the work hard / play hard culture and the process culture. However, the work hard, play hard culture suggests that we are working to recognised procedures, something which the control systems part of the audit highlights as an area for improvement.

5.4) Adair's action centred leadership

The audit revealed more positive than negative answers for all three sections of the action centred leadership model, suggesting that the areas are balanced and interlinked. Areas for improvements in all three sections were identified.

5.5) Blake and Mouton

The Middle of the Road and the Team Management leadership styles were most prevalent, indicating that concern for people and production is balanced.

5.6) Belbin

The team leader style was the prevailing leadership style, a few of the respondents were of the opinion that both leadership styles applied. This suggests that the leadership style is more inclusive than authoritarian.

5.7) Other leadership styles

The results of this part of the audit suggested that the transactional leadership style was most applicable for DS, but there were mixed feelings. The results could have been distorted by the restructuring process and changes in key personnel. This area would benefit from further investigation.

5.8) Strengths and weaknesses

The fact that Atkins does not have a corporate culture as such could be considered to be a strength and a weakness, as different clients and industries may require our employees to act in different ways, especially overseas, where different customs, traditions and working practices may be in operation.

5.8.1) *Strengths*

The audit revealed the following strengths:

- The realisation that everyone contributes to the marketing effort
- Clients have the highest praise for us (Stories)
- Stories regarding the company are normally positive and proud and refer to opportunities in the company
- Employees are aware of the corporate logo and the Burj al Arab (Symbols)
- Decentralised management structure, which is in line with the business unit strategy
- High scores received in achieving the work objectives of the group, defining group tasks, planning the work, allocating resources, organising of duties and responsibilities (Adair – task functions)
- High scores received in group cohesiveness as a working unit, systems of communication within the group and the appointment of sub leaders (Adair – team functions)

- High scores received for giving praise, training the individual and attending to personal problems (Adair – individual functions)
- Concern for people and production is balanced in DS Leeds (Blake and Mouton)
- Team leadership style prevalent (Belbin)

5.8.2) Weaknesses

The audit revealed the following weaknesses:

- Lack of a company wide customer oriented service culture – **key issue**
- We don't shout about our success like our competitors
- Conflicting stories regarding the image of the company which may confuse our clients – **key issue**
- Lack of design reviews (Rituals)
- Procedures exist but we are poor at adhering to them (Rituals) - **key issue**
- No one outside the industry seems to know what we do (symbol)
- The structure seems to be in a state of confusion in the current climate – **key issue**
- Too few controls exist – **key issue**
- The right kind of measures need to be introduced to allow progression – **key issue**
- Main blockages to change identified as employees, risk aversion and staff who felt insecure and threatened due to them not understanding the change process – **key issue**
- Cascading information was identified as a blockage to the change process – **key issue**
- Time taken to reach decisions
- Low scores received in controlling quality and checking performance and reviewing progress (Adair – task functions) – **key issue**
- Low scores received for setting standards and maintaining discipline, maintaining morale and building team spirits, training the group (Adair – team functions) – **key issue**
- Low score received for reconciling conflicts in between the group needs and needs of the individual – **key issue**

5.8.3) Key issues

Please refer to previous section where the key issues have been identified.

5.8.4) Critical evaluation of marketing audit findings

Each key issue was evaluated against elements of Johnson and Scholes' cultural web, 1 being low priority, 2 medium priority and 3 high / level, and categorised if it would be handled at a group or business unit level and how business critical they were .

5.8.4) Critical evaluation of marketing audit findings:

1 = low priority, 2 = medium priority, 3 = high level priority

| Issue | Handled at business unit or group level | Stories | Rituals and routines | Symbols |
|--|--|---------|-------------------------|---------|
| 1) Remove blockages to change to allow new working practices to be implemented / cascading information | Business unit | Yes | Yes | Yes |
| 2) Communicate values | Group | Yes | Yes | Yes |
| 3) Communicate goals and objectives of the merged business unit to all staff | Business unit | Yes | Yes | Yes |
| 4) Improve control systems and ensure procedures are carried out | Business unit | Yes | Yes | Yes |
| 5) Structure in state of confusion | Business unit | Yes | Yes | Yes |
| 6) Lack of a company wide customer oriented service culture, ensure DS Leeds attains this | Business unit | Yes | Yes | Yes |

Financial justification – add in costing spreadsheet

The table shows that all options have a positive effect on the strategic development, corporate brand proposition, increasing productivity and providing competitive advantage of the company. They are all inextricably linked and each has their own part to play in facilitating culture change. It is therefore prudent to examine the options individually.

a) *Remove blockages to change to allow new working practices to be implemented*

This is an important issue because if this is not solved, it could restrict and delay the implementation of the new structure and affect daily operations. However it is highly likely that this was assessed prior to the recent restructuring process. We need to communicate further changes regularly and consistently to avoid future blockages.

b) *Communicate values*

This would be handled at Group level and would need to involve overseas operations.

c) *Communicate goals and objectives of the merged business unit to all staff*

Following announcement of the new Board of Directors for Design and Engineering, it is highly likely that this will be clarified in the near future

d) *Improve control systems and ensure procedures are carried out*

This will be dependent on the new structure and the new management team.

e) *Structure in state of confusion*

This is likely to be announced imminently following the merger.

f) *Lack of a company wide customer oriented service culture, ensure DS Leeds attains this*

In order to try and differentiate DS Leeds from the competition and in light of the current economic climate, it is important that we try and attain a more customer centric focus for cross selling our services within the Atkins group and externally. For this reason, this option is recommended for further discussion.

7.2) Recommendation - Attain a customer oriented service culture in the Leeds office

Due to the current economic climate, it is of paramount importance that we hold our market share and retain clients where possible, otherwise we could risk losing them to competitors. The global economic situation has resulted in limited opportunities, a tighter market and reduced public spending. We need to attain a more customer service oriented culture in order to try and differentiate ourselves from the local competition.

7.3) Objective 1 – Link Operations and Marketing (Customer Intimacy)

Linking Operations and Marketing will enable us to deliver a more tangible benefit, and the marketing function will be involved on a regular basis.

The client engagement presentation (Appendix 7) which was produced earlier this year to accompany the client engagement plan (Appendix 6) could be used initially to explain how the two functions can work together and complement each other.

A strategy of Customer Intimacy, involving account managers / discipline heads could be encouraged, ensuring that unique customer relationships are cultivated and that the needs of the client are met from the beginning. Doyle (2000) considers operational excellence to be a value adding strategy, and this can be obtained by reliability, tangibles, responsiveness, assurance and

empathy.

7.4) Objective 2 - Ensure staff are adequately trained in Customer Relationship Management
In order to create competitive advantage, and to ensure that the organisation moves forward, it is imperative that the right employees, with the right skills are in the right jobs.

If we are expecting staff to liaise with clients with a view to obtaining customer satisfaction and improving client retention, then we need to conduct a skills audit and address any training needs.

7.5) Objective 3 – Encourage culture of continuous improvement and knowledge sharing

By encouraging continuous improvement and knowledge sharing practices, we are taking a step towards a learning culture. Schein's (2004) definition of a learning culture is one where the environment consists of proactive problems and learners. In order for a learning culture to be adopted, it is important that communication and information is shared to allow everyone to liaise with each other (Schein 2004). Johnson, Scholes *et al* (2008) consider knowledge creation and knowledge sharing as a contributory factor to strategic success. The Microsoft Sharepoint can be used as a tool for storing and sharing information between groups. Knowledge sharing will facilitate the cross selling process in DS Leeds, and hopefully across other areas of Atkins as well as externally.

8) Strategic Implications of Accepting or Rejecting the Recommendation

8.1) Acceptance of recommendation

The global recession has had a great impact on many companies around the world. Atkins has not escaped the recent economic downturn, and had recently undergone a restructuring process across the Group.

In order to sustain and hold our market and customer share in a very competitive market, it is imperative that we satisfy our existing customers. This means that we need to interpret customer requirements and deliver projects correctly, in the first instance. Drummond and Ensor (2001) describe marketing to be a business philosophy, "success by a process of understanding and meeting customer need." A customer oriented service culture will assist us in working towards this ideal.

8.1.1) Impact on structure

The marketing / business development and operations team will need to have a mutual understanding of how their functions are interlinked, and how one can influence the other. They will need to ascertain how the two functions can be combined. This will require support from a high level to ensure that both teams understand and are bought into the new working arrangement and are willing to embrace this new culture.

8.1.2) Processes

Processes will need to be amended or introduced to encourage knowledge sharing in DS Leeds and also across the other Atkins business units, facilitating cross departmental selling. Systems

will need to be in place to capture customer feedback and delivery information so that we can move towards a culture of continuous improvement. We will need to devise processes to incorporate client feedback, customer satisfaction and lessons learnt into our daily operations to ensure that we are continuously improving what we do.

Key performance indicators will need to be introduced to allow DS Leeds to measure progress and identify areas of concern.

8.1.3) Culture

In order to attain a more customer service oriented culture, it is of paramount importance that we make the best use of the information that we have. This can be achieved by instilling a culture of continuous improvement and knowledge sharing, and by eradicating the old protectionist culture. For this to happen, the leadership style will need to champion these new ideas. A more inclusive culture may encourage employees who would normally be averse to changing working practices to feel more secure and less threatened.

8.1.4) Communications

The priority will be to communicate the new culture internally, ensuring that the staff buy into the new culture, adopt new working practices and accept the local values. The DS Leeds location leader, Operations Team Leader and Marketing Team Leader will be responsible for conveying this new culture through behavioural changes. It is advisable that they liaise with the Communications Manager to produce an internal communications plan to explain to staff why what we are doing is important, what effect this will have and how they can contribute to the process. If the staff do not buy into this process it will be very difficult to implement.

It would also be prudent to encourage upward and downward communications to facilitate employee engagement, Davidson (2002) writes that one way communication is one of the pitfalls which can lead to failure.

8.1.5) Stakeholders

The Company Corporate Responsibility Review states that, "Atkins is committed to acting responsibly to all our stakeholders and to taking a leadership position within our sector." Promoting a more customer oriented service culture will help us to contribute towards this at a local level as we will be able to satisfy the customer, which in turn will give us an opportunity of increasing client spend and profitable growth. Please find overleaf a summary of how a customer oriented service culture could affect our stakeholders.

| Stakeholder | Internal / external Stakeholder | Impact on stakeholder of accepting a customer oriented service culture in the Leeds office | Impact on stakeholder of rejecting a customer oriented service culture in the Leeds office |
|-----------------------------|---------------------------------|--|--|
| Location Leader in DS Leeds | Internal | Leader needs to encourage: | a) A cross functional team working |

| | | | |
|---|----------|---|---|
| | | a) cross functional working teams linking Operations and Marketing b) ensure staff are trained in CRM c) culture of continuous improvement and knowledge sharing | environment will not be created b) Staff in client facing roles are not adequately trained c) Tacit and explicit knowledge is not shared across groups d) Continuous improvement process difficult as there is no joined up approach |
| Leader of Operations team | Internal | Needs to encourage operations team to work with the Marketing team leader to deliver best possible project delivery for the customer | Operations team continues to work in isolation |
| Marketing / Business Development Leader | Internal | Needs to work with operations team leader to demonstrate how marketing can contribute to operational excellence | Marketing team continues to work in isolation |
| Operations Team | Internal | a) Increased morale due to projects being delivered right first time, increased understanding of client needs b) Increase in client satisfaction c) Good reputation of delivering what the client wants | a) Reduced morale as remedial work is needed due to the team not understanding the brief b) Increase in dissatisfied customers c) Reputation of not understanding what the client wants |
| Marketing Team | Internal | Marketing function adds value to Operations function | Marketing is not viewed to be a strategic function which delivers a tangible benefit |
| Employees | Internal | a) Increase in value of share options due to increase in Company's performance b) Potential to earn bonus payment due to profitable growth and increase in shareholder value | a) Decrease in value of share options due to decrease in Company's performance b) Bonus not paid due to Company not attaining profitable growth and decrease in shareholder value |
| Customers | External | a) Atkins will understand and deliver what is required b) Increased business given to Atkins as they understand what is required | a) Dissatisfied customer, discrepancy between what was needed and what was delivered b) Loss of confidence in Atkins as a supplier c) Customer may approach alternative supplier |

| | | | |
|--------------|-----------------------|--|---|
| Investors | Internal and external | Increase in earnings per share due to increase in shareholder value | Reduction in earnings per share due to reduction in shareholder value |
| Shareholders | Internal and external | Profitable growth delivered in key sectors, leading to increase in long term shareholder value | Reduction in revenue as client goes elsewhere due to Atkins not understanding the project brief, reduction in shareholder value |

8.1.6) Shareholder value

According to Doyle (2000 pg36), "Marketing is central to creating shareholder value," and that in order for the marketing value drivers in an organisation to prosper, these value drivers need to be developed and implemented. These can be described as the core capabilities, skills, systems, motivation and leadership, which need to be in place for the organisation to be operationally effective (Doyle 2000).

We can try and address these organisational value drivers by:

- Making sure that staff are adequately trained
- Providing systems that facilitate customer service orientation
- Encouraging an inclusive culture so that staff buy into the process
- Having a leadership style which supports this culture

Atkins' strategic aim is to maximise shareholder value over the long term. The business units are requested to produce strategies based on:

- Competitive advantage
- Resource based advantage
- Operational advantage

A customer oriented service culture will support this by:

- Trying to provide a service that outperforms the competition
- Utilising skills and capabilities that provide a unique customer service
- Combining Operational Excellence and Marketing

A customer focused culture will assist us in identifying and responding to potential and current client requirements, customer satisfaction + customer loyalty = profit. Customer relationship management can help us to differentiate ourselves in a competitive market, and in our quest to create a sustainable competitive advantage, thus creating long term shareholder value through profitable growth.

8.2) Rejection of the recommendation

If we reject the recommendation of attaining a more customer service oriented culture in DS Leeds, then we as a local business, risk losing our market share and customers to our competitors.

8.2.1) Impact on structure

The Marketing and Operations teams will continue to work separately as two functions and we will not benefit from knowledge sharing.

8.2.2) Processes

If we do not adopt a more customer focused culture, then we risk not having a knowledge sharing environment and cross departmental selling will be more difficult. If processes do not change then we may miss capturing customer feedback and delivery information, and it will be harder to work towards continuous improvement.

8.2.3) Culture

If we do not change our culture then we may lose our customer focus and any hope of creating a competitive advantage. Some aspects of the old protectionist culture may remain, making continuous improvement and knowledge sharing more difficult.

8.2.4) Communications

If we do not encourage our staff to embrace upwards and downwards communication then we risk not engaging with our workforce and them not understanding our shared goals and not achieving our local business objectives.

8.2.5) Stakeholders

Please refer to table in previous section.

8.2.6) Shareholder value

If we are not able to identify and respond to potential and current client requirements, we may not be able to differentiate ourselves in a competitive market, which may lead to us not having a sustainable competitive advantage and not delivering shareholder value.

9) Development of a Medium Term Plan to Attain a More Customer Service Oriented Culture in the Leeds Office

In order to meet the corporate strategic objectives and deliver our local business goals, we need to plan how we are going to move towards a more customer oriented service culture and how we are going to improve organisational performance in the Leeds office.

So that we can create and maintain a sustainable competitive advantage for our local business, the marketing, HR, operations and finance functions need to work together and learn from each other, contributing to overall continuous improvement.

9.1) Segmentation

So that we make the best use of our resources, we need to ensure that we continue to seek out business opportunities in our key sectors, and build relationships with our target customers. Otherwise we will waste time and resources trying to win business which will not deliver profitable growth.

How: We need to educate our staff that they need to assess each business opportunity in the first instance.

9.2) Client visits

In order to identify the client's needs and understand what we are / are not delivering and what we can do better, we need to make sure that we are communicating with clients on a regular basis, rather than obtaining feedback from an email survey. Information from client visits can be captured on the client engagement plan (Appendix 6), which can then be shared across disciplines and business units.

How: We can adapt a more client facing culture by making sure that our staff understand the importance of customer relationship management. The client engagement presentation (Appendix 7) could be used to explain how marketing can contribute towards operational excellence.

9.3) Local values

So that we embed the concept of a customer oriented service culture into the Leeds office we can form a set of local values to help us achieve our local goals e.g

- Customer focused culture
- Operational excellence
- Value.

If we understand and adopt these values, we will be able to communicate them to our customers. In order for this to happen we need to ensure that our employees understand their importance, a staff presentation could assist in conveying this information.

9.4) Managing culture change

The culture audit revealed that the main blockage to change was employees. Staff felt insecure and threatened due to them not understanding the change process. In order to avoid this situation, we could appoint change agents for each discipline who could champion the new culture in their teams.

Lewin's three phase model of change, cited in Senior (2002) could be used to illustrate the change process:

- Unfreezing – changing people's way of thinking and behaviour
- Moving – making the change
- Refreezing – securing the change.

9.5) Sharing knowledge

According to Johnson, Scholes *et al* (2008) organisational knowledge is important because when organisations become more complex and larger, sharing knowledge becomes more of a challenge. Because Atkins is a large company, with many divisions, it is vital that we capture and share as much information as possible.

How: The Microsoft Sharepoint (intranet) site could be used as a knowledge exchange for the operations and business development communities.

9.6) Cross functional teams

As a multi disciplinary consultant, it is important that we foster a cross functional teamwork environment. We can do this by encouraging customer focus groups and multidisciplinary business development meetings.

9.7) Personal Development Plans

In order to monitor employees in client facing roles we could include client engagement as part of their personal development review. This should be reviewed every six months.

9.8) Staff Training

It is important that those in client facing roles have received adequate training enabling them to identify and understand client requirements, and this should be reviewed on an ongoing basis.

10) Proposed Framework of Measures to Assess Attainment of a More Customer Oriented Service Culture

10.1) Segmentation

The CIM definition of marketing is, "The management process responsible for identifying, anticipating and satisfying customer requirements profitably" (BPP Analysis and Evaluation study guide).

So that we continue to target the right markets and clients, we need to consider every opportunity before we decide to produce a pre qualification or tender document. This can be controlled using the business management system, Bid Go / No Go process.

10.2) Client visits

The client engagement plan can be used to assess:

- If we are becoming more client focused
- How we are performing
- If we are delivering what the customer wants
- What we are doing right / wrong
- What we can do better

The plan can be used to capture customer feedback and client satisfaction after each customer visit. The results could be reviewed on a quarterly basis.

10.3) Local values

The Discipline Heads and Heads of Department should monitor that the local values are being accepted on a constant basis, with feedback passed onto the Communications Manager on a monthly basis so that any remedial action plans can be addressed.

10.4) Managing culture change

In order to assess if DS Leeds is adopting a more customer oriented service, the following questions from the culture audit could be posed to the interviewees, and across DS Leeds bi annually:

- 1.3) Would you describe Atkins as having a customer oriented service culture?
- 1.4) Do you think that our existing culture (in Leeds) assists or hinders the cross selling of services?
- Additional question
- Would you describe DS Leeds as having a customer oriented service culture?

10.5) Sharing knowledge

We need to ensure that the Sharepoint site is being used to share knowledge. This should be reviewed on a quarterly basis.

10.6) Cross functional teams

It is important that cross functional discussions are taking place across disciplines, this should be reviewed continuously.

10.7) Balanced scorecard

The balanced scorecard can be reviewed on a quarterly basis to ensure that the financial, internal, innovation and learning and customer perspectives are in line with the organisation's vision and strategy.

10.8) Personal Development Reviews

Client focus / engagement could be used as a subject for discussion in PDRs for those in client facing roles. This should be reviewed bi annually.

10.9) Shareholder value

To ensure that we are delivering shareholder value, the earnings per share ratio should be monitored frequently and reviewed quarterly.

10.10) Viewpoint survey

The Annual Viewpoint survey can be used to monitor:

- Understanding of Atkins Group goals
- Understanding the goals of our business
- Understanding of own contribution to Atkins Group goals

10.11) Customer research

"Focusing on customers and their needs is something which should be your meat and drink, " (BPP Learning Media Analysis and Evaluation). In order to do this we need to ensure that we are holding our current market share and customers, and talking to clients so that we understand and deliver what they want in a difficult economic situation. This should be reviewed continuously.

11) Balanced Scorecard Review

The balanced scorecard is a way of linking business activities to the vision and strategy of an organisation, it is also a tool for improving internal and external communications, and a means of monitoring organisational performance against strategic goals (www.balancedscorecard.org).

By identifying goals and measures for the financial, internal business, innovation and learning and customer perspective and by linking these to the organisation's vision and strategy, the management team can assess financial and non financial drivers of the business.

VISION

The Group intends to be the world's best infrastructure consultancy

STRATEGY

Atkins' aim to maximise shareholder value over the long term

Customer Perspective

STRATEGIC OBJECTIVES MEASURES

PERFORMANCE

Objective: Ensure that when we are chasing opportunities they

are in our target markets and are a target customer

Description: Avoid wasting resources on unsuitable opportunities and ensure that we are bidding for the right work

Actions:

- Check that the opportunity is in our target market incoming opportunities
- Check that the potential customer is our target audience
- Is the client solvent and has resources to spend?
- Assess if work is commercially viable and is an acceptable level of Gate Review / Go No Go
- risk

Measures:

Monitor

Complete Stage

documents

Objective: Lack of a company wide customer oriented service culture

Description: Ensure that DS Leeds is customer focused

Action:

- Recommend that this key issue is implemented in the Leeds office
- Link Operations and Marketing functions
- Ensure that staff in client facing roles are fully trained Development Review
- Encourage culture of continuous improvement and knowledge being used to share information

Measures:

Focus groups
121s / Personal

Is Sharepoint

Objective: Ensure that customer needs are understood

Description: Link customer insight and intimacy with operational activities

Action:

- Discipline heads / line managers to deliver client engagement from the staff if this has helped workshops to staff to help them understand how they can assist job and improve client relationships and contribute to the marketing process

Measure

Gain feedback

them to do their

Objective: Market Research and Analysis

Description: Assess how are we performing in the marketplace

Action:

Measures:

- Use Market Intelligence Research to monitor on key sectors Monthly report
- Share knowledge across geographical locations to store information Use Sharepoint
- Benchmark against competitors quarterly report Produce
- Assess market share against competitors annual reports from rivals Monitor using

INTERNAL PERSPECTIVE

STRATEGIC OBJECTIVES

PERFORMANCE MEASURES

Objective: Create a more customer orientated service culture

Description: Link Operational Excellence and Marketing through client relationship management

Action:

Measures:

- Ensure staff in important client facing roles have received the relevant engagement plan Client
- training to identify client requirements Client
- feedback reports Client review
- meetings
- Cross discipline networking

Objective: Improve quality control and checking performance / progress reviews (task)

Action:

- Ensure staff are aware of quality procedures
- Monitor if procedures are being followed
- Organise progress reviews

Objective: Ensure standards are set, and discipline is maintained (team)

Actions:

- Staff to be made aware of what the standards are and what is expected of them

Objective: Reconciling conflicts between group and individual needs

Actions:

Identify needs of both groups where necessary

Involve groups in deciding a way forward

Objective: Awareness of shared goals / objectives / structure

Description: Following restructure and merger ensure staff are aware of shared goals for relevant business units / locations

Actions:

- Presentations and communications to be issued illustrating goals and Viewpoint figures Objectives and structure

Measures:

Annual

Objective: Increase cross selling capabilities

Description: Cross functional selling across disciplines

Actions:

- Produce list of main contacts for each discipline

Measures:

Objective: Improve stories regarding design capability

Action:

Measure reports / literature surrounding our design work

Produce relevant responses to negative feedback

Objective: Reduce and eliminate stories focusing on weaknesses

Action:

Communications team to issue positive stories on a regular basis to counteract these

Objective: Ensure internal processes are adhered to

Action:

Line managers to ensure that employees are aware of the correct
to monitor performance
Procedures

Measure:

Monthly checks

Objective: Improve Atkins' image externally

Action:

- Group communications team and Olympic branding team to work together
- to promote success stories

Objective: Reduce / remove blockages to change programme

Actions:

- Assess where the main problems lie
to monitor staff for changes
- Issue consistent communications to keep everyone informed

Measure:

Line managers

**Objective: Identify the business unit values to assist in achieving
goals and objectives**

Actions:

- Confirm what the values comprise
Viewpoint survey
- Communicate to staff

Measure:

Annual

FINANCIAL PERSPECTIVE

STRATEGIC OBJECTIVES

PERFORMANCE MEASURES

Objective: Assess that the correct control mechanisms are in place

Actions:

- Following merger, new control systems to be advised by the new team
- System to be monitored to ensure right measures are in place

Objective: Monitor shareholder value

Actions:

- Analyse earnings per share

Measures:

Regular review

INNOVATION AND LEARNING PERSPECTIVE

STRATEGIC OBJECTIVES

Objective: Programme of continuous improvement

Description: Ensure business is benefiting from lessons learned

Actions:

- Hold focus group meetings after project completion to capture performance
Information and salient points
- Provide employees with opportunity to forward ideas for improvement
e.g dedicated email address
- Embed continuous improvement into values
- Ensure what we do well and don't do well is acted upon and recorded

Measures:

Improved

Client

engagement plan

Client feedback

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12) Conclusion

The results of the cultural audit concluded that there did not appear to be a customer oriented service culture across Atkins (but it was prevalent in some areas of the business), and that the existing culture in DS Leeds hindered the cross selling of services historically. In light of the current economic downturn, it is important that DS Leeds holds their local market share and that they understand and deliver what the customer wants. The recommendation, based on one of the key issues was that DS Leeds should work towards a customer oriented service culture by:

- Linking the Operations and Marketing functions,
- Ensuring that client facing staff are trained in Customer Relationship Management
- Encouraging a culture of continuous improvement and knowledge sharing

If DS Leeds is successful in implementing a customer oriented service culture, this could create a competitive advantage and aid the business unit in providing profitable growth which in turn could lead to the Group objective of delivering long term shareholder value. In order to do this it is essential that our disciplines work together, our staff receive the appropriate training, and that our culture enables this to happen.

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