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Jonathan Bray,
Managing Director for
FOCUS Information

FOCUS Information expands leadership vision to double profit

Business Growth
case study



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The challenge...

Following a period of intense growth, featuring the expansion of its London operation into Manchester and Glasgow and the recruitment of 100 new employees, FOCUS Information, the commercial property support business, needed to take stock...

The solution...

Jonathan Bray, managing director for FOCUS Information, explains, "We were growing at such a rate that people were being promoted without necessarily being given the opportunity to develop all the skills needed first. Our systems and processes were also struggling to keep pace. It was time to give our people, and the organisation itself, an opportunity to catch up with what the business was doing."

To ensure people were given the appropriate support in terms of systems, training and incentives, Bray turned to LDL to facilitate a Leadership Workshop on vision. He explains, "We needed to update our vision for the company and understand how we should change the way we were working on a daily basis to make this a living reality."

Visualising the future

Typically, decisions relating to the future of the company had been made by the main three directors. Bray explains, "The directors were very much perceived by the rest of the company as 'The Decision Makers', as a result the senior management team wasn't forthcoming with its own ideas. We wanted to turn this around, so we created an LDL-facilitated workshop to empower and encourage senior managers to set out a new vision for the company."

As a result, FOCUS was able to identify and rectify several weaknesses with great effect. "The Leadership Workshop has proved hugely beneficial," says Bray. "We've generated a time saving of seven years, from 97 researchers, by outsourcing just one task to a specialist better placed to do this. Productivity has improved by 17 per cent overall."

He continues, "Changes made to our induction process alone mean that new researchers are fully up to speed in four weeks, half the time it took before. LDL's support enabled us to quickly see what had to happen to make each vision a practical reality. It was just as useful

when people couldn't visualise a system working perfectly because it meant it didn't have a purpose."

Next, a series of eight training modules was developed by LDL to be delivered to all 150 employees throughout the year. Modules include the creation of a Sales Academy, telephone skills and performance coaching.

The partnership between FOCUS and LDL has resulted in:

- Productivity improved by 17%
- Debt collection up by 20%
- Profit twice that anticipated

Financial benefits

The initiatives have had a powerful impact on the profitability of the business says Bray, "We identified the need to become much better at collecting debt. By putting into effect simple measures, such as getting more clients to sign direct debits, we've reduced the time taken to collect debt by 20 per cent and improved our cash balance by more than 10 per cent. Changes made to how we deal with incoming enquiries have generated tens of thousands of pounds extra in additional new business that would have been lost otherwise."

Bray says, "Employees feel more involved and passionate about the business than ever before and that's reflected in our business results. LDL's help in developing our people and processes enabled us to make twice as much profit as anticipated."

He concludes, "LDL's trainers are the best I've ever encountered. They are enthusiastic and set high standards without intimidating less experienced staff. Everyone is fully supported in developing themselves and taking their career up a level. Next LDL is going to help us get employees to set their own performance standards, to empower them to grow even more."

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Want to generate more profit?

If you want to improve productivity and internal processes, LDL's innovative *Skill+Will*™ approach to development can help. We get your senior managers to think like leaders to identify how best to improve profit.

To talk to one of our consultants about your requirements: email learning@ldl.co.uk or call us on +44 (0)20 7381 6233