



## CHANGE MANAGEMENT IN THE PRIVATE SECTOR



### Curzon with Imtech

This project started with a loose affiliation of regional legacy companies and ended with a single £600M category-leading UK Engineering Services group with 3800 staff.

At the start, Imtech was growing by acquisition. There were seven companies with different cultures generating twelve separate P&Ls. In January 2012, the incoming CEO Paul Kavanagh described the challenge to Nigel Waterson, Curzon & Company Partner:

“I’ve had a carpenter in again for the third time...to extend the Boardroom table!”

Paul knew that just meeting around the boardroom table wasn’t enough to drive growth. It was clear to him that Imtech had:

- Largely regional businesses with localised client bases; all competing in the London market - sometimes against each other
- No co-ordinated approach to major clients operating UK-wide
- No common view of sales opportunities and resource allocation
- Geographic overlapping of offices and staff
- Different approaches to delivering the same types of service, causing variations in performance

Paul was determined to change how Imtech operated and Curzon & Company were selected to help after a competitive tender.

The initial process to derive the UK strategy drew together all existing strategy perspectives from Imtech’s top forty senior managers, and injected them into a two day strategy formulation and alignment workshop. The unifying strategy that emerged led to a substantial operating model redesign.

Curzon helped define the new operating model by:

- Supporting the process of aligning leadership to the path forward
- Facilitating agreement on strategy and future ambition
- Facilitating organisational design decisions and implementation plans
- Shaping the work of the new market analysis teams
- Sizing cost reduction opportunities, including Shared Services
- Designing the key components of People Strategy
- Defining the next phase’s Implementation and Change Roadmap

When the project concluded, the ninety Imtech managers at the Moving On session were in no doubt the business had changed.

The legacy businesses had been rebranded, there was a small Group Board with a clear role and agenda, and the Engineering and Technical Facilities Management teams had new governance structures. There was also regular collaborative sales planning and a structure for Key Account management. Sales teams were targeting new markets as defined by the strategy. Underpinning this was a comprehensive People plan to target recruitment, and appointments to key senior roles were underway.

The project completed in November 2013 and in its eighteen month duration Imtech's UK turnover grew by 25%. In this and ensuing Curzon assignments, our client valued being "worked together with" rather than "consulted to", and an approach which blended cultural sensitivity with challenge, change expertise, and pragmatism.

*"Without Curzon we wouldn't have articulated the strategy as coherently or achieved as broad engagement across the management team. While bringing their approaches to bear, Curzon ensured we owned it at all times. I would recommend Curzon to peers with similar challenges"*

Paul Kavanagh – Chief Executive Officer, Imtech Technical Services Ltd