CASE STUDY · CONTRACT STABILISATION AND GROWTH

Optimising contract stabilisation and growth opportunities

How we helped a leading facilities management supplier stabilise a major defence contract, rebuild a key client relationship and more than triple its potential value.

£60m	3x+	+2 years	2
potential contract value, up from £18m	potential turnover	contract extended to March 2029	FPP specialists embedded on site

AT A GLANCE

The project in brief

Client	A leading facilities management supplier, working within a major defence contractor.
Project dates	August 2024 – January 2026
Challenge	An unstable contract in an extremely complex, high-pressure environment that urgently needed leadership, structure and pace.
Our approach	Critical leadership on site, then strategic advice to the new Strategic Account Director, backed by a PMO to mobilise new services quickly.
Outcome	Contract extended from March 2027 to March 2029, potential value up from £18m to £60m, and our model being considered for other complex contracts.

THE BIG PICTURE

From an unstable contract to a platform for growth

We partnered with a leading facilities management supplier to help stabilise and strengthen their position within a major defence contractor. When we arrived, the contract was unstable; when we left, potential turnover had tripled, the client relationship had transformed, and our model was being considered for replication across other complex contracts.

Our role was initially providing critical leadership, before shifting into a strategic advisory role following the arrival of a new Strategic Account Director. Our guidance supported a more constructive, collaborative partnership and the transfer of some noncritical activity to our client, generating several contract uplifts. We played a central role in shaping our client's proposal for a major contract expansion, advising on operational and organisational complexities, leading early engagement, and guiding solution development. As the engagement concluded, our client was informed that their current contract, due to expire in March 2027, would be extended to March 2029 and the contract value had gone from £18m to potentially £60m, more than three times its original value. This reflects the strengthened trust, improved performance, and the long-term value created.

OUR OBJECTIVES

Leadership stability
Provide contract leadership stability.

Trusted advisor
Become a trusted strategic advisor to the Strategic Account Director.

Contract uplifts
Identify and implement opportunities to uplift the contract.

Stronger partnership
Strengthen the collaborative relationship between our client and their client.

Expansion solution
Support the development of the solution for a major expansion of the contract.

Contract extension
Enable our client to achieve a contract extension.

"Their approach is never "body-shopping"; they are known quantities, trusted partners, and they fit seamlessly into our way of working.

STRATEGIC ACCOUNT DIRECTOR

THE IMPORTANT DETAIL

How we made it happen

01

Stabilise the leadership

Martin quickly embedded himself with the team in Barrow, getting under the skin of an extremely complex operating environment to bring seasoned strategic leadership to a contract that urgently needed stabilising. His early involvement enabled the newly appointed Strategic Account Director to lead with confidence and clarity, reinvigorating the client relationship at a critical moment. As trust grew, so did the opportunities: the end client began exploring additional services, and Martin rapidly identified where our client needed targeted support to implement these changes in a high-pressure environment where results were needed quickly.

02

Bring structure and pace

Recognising the need for structure as well as momentum, Richard joined Martin in Barrow to establish a PMO that could mobilise new services effectively and at pace. We knew Richard's tenacity for progression and organisational capability would be the perfect fit to work with Martin. Staying true to how we work, always as one team, Richard built strong relationships with project leads, tailoring reporting and decision-making processes to how our client and their client operated. This blend of sincerity, competence and passion accelerated contract uplifts and gave the Strategic Account Director confidence that opportunities were being converted quickly and credibly. Their combined approach strengthened the client relationship further and unlocked yet more avenues for growth. Martin and Richard were able to establish a great rapport with each other and with the client. Their varied backgrounds and experiences enabled them to provide different perspectives and challenge each other's thinking to provide the best way forward.

03

Become part of the team

Throughout the engagement, Martin and Richard became indistinguishable from the core client team, working collaboratively to navigate challenges, pre-empt issues and create the headroom leaders needed to think and act strategically. Their agility and forward-thinking capability proved invaluable as discussions around a major contract expansion emerged. They anticipated client needs, guided the solution team through the realities of Barrow, highlighted key risks, and shaped how the expansion proposal should be developed. Initially, the solution team expected to work independently but it quickly became clear that Martin and Richard's insight was essential, and they became central to the development of a stronger, more robust proposal.

04

Think ahead

Even as the engagement neared its conclusion, we continued to think ahead, drafting mobilisation plans, shaping a recruitment strategy, and completing work that would typically begin only after formal approval.

PEOPLE SPOTLIGHT

Martin Strategic Leadership

Martin brought seasoned strategic leadership to a contract that urgently needed stabilising. Embedded with the team in Barrow, he helped the newly appointed Strategic Account Director lead with confidence and clarity, and rapidly identified where targeted support would turn new opportunities into results.

PEOPLE SPOTLIGHT

Richard PMO and Organisational Capability

Richard set up the PMO that mobilised new services effectively and at pace. With his tenacity for progress and strong organisational capability, he built close relationships with project leads and tailored reporting and decision-making to how our client and their client operated.

THE RESULTS

Success, and a platform for further success

3x+	Uplifts	Replicable
potential turnover, from £18m to potentially £60m	several contract uplifts generated	our model considered for other complex contracts

What made the difference

- **Time on site:** time spent in Barrow was invaluable to embed ourselves with the team and positively influence outcomes more quickly.
- **Responding to change:** we proactively responded to change and added value to the leadership team by doing work that helped them prepare better for critical meetings with their client.
- **Faster decisions:** we changed our approach to ensure decision making became quicker and focussed on important outcomes.

- **Thinking ahead:** those delivering day-to-day operations will not always have the time or 'headspace' to do so. We proactively looked to the future and regularly developed thinking and strategies before our client had thought about them.

> *Working with For People and Places on our Defence contract in the North West of England has been outstanding. Martin and Richard quickly got under the skin of the programme bringing pace, precision, and structure from the very start. They operate as a genuinely cohesive team - they are enthusiastic, sincere, and highly competent. Their approach is never "body-shopping"; they are known quantities, trusted partners, and they fit seamlessly into our way of working. Alongside their professionalism, they bring a real sense of fun and a great sense of humour, which has helped improve collaboration both within our team and across our client's team, making complex projects run far more smoothly.*
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> *For People and Places' contribution is driven by results. Their work has generated clear commercial value while strengthening performance and building the ongoing confidence of our client. They consistently think ahead and create the conditions in which better outcomes become possible. Martin and Richard couple kindness and genuine warmth with a relentless drive for improvement. That combination, together with their humour and energy, has made them both highly effective and a real pleasure to work with.*
>
> STRATEGIC ACCOUNT DIRECTOR

WHAT SETS US APART

Outcomes, not presence

Our impact was not defined by presence but by outcomes. We helped our client move faster, operate with greater confidence, and create sustained commercial value. This is why clients repeatedly engage us or refer us to others; we create value early and consistently.

Want to stabilise a contract and turn it into a platform for growth?

For People and Places specialise in helping projects like yours go further, faster and have more fun along the way. Contact us today through our website.

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