CASE STUDY · DIGITAL OPTIMISATION

Unlocking digital confidence to enhance workforce effectiveness

How we helped a long-standing client succeed where three previous consultancies had failed: rebuilding trust, simplifying processes and putting technology in the hands of the people doing the work.

4x	150	72	3
faster completion on some work	handheld devices issued so far	trees saved every year	previous attempts by others had failed

AT A GLANCE

The project in brief

Client	A long-standing client delivering hard services in one of the most complex, secure and tightly controlled environments we have worked in.
Challenge	Low morale after repeated strategy shifts, paper-heavy processes, an authorisation workflow too complex to follow, and low digital confidence.
Our approach	A blended team of technology and relationship specialists, embedded on site, with a shared vision, clear behaviours and strong change governance.
Outcome	Handheld devices rolled out to engineers, work completed up to four times faster, paper use slashed and a workforce that now believes in change.

THE BIG PICTURE

A complex environment, and a workforce ready to give up on change

We partnered with a long-standing client to simplify their work processes and adopt new technology. That was no small task in one of the most complex and tightly controlled environments we have ever worked in.

Strict safety and security rules shaped every step, and approvals stretched across multiple stages. The project needed robust change governance and solid determination to succeed.

THE CHALLENGES WE FACED

Tight controls

Strict safety and security rules and multi-stage approvals shaped every step.

Low morale

Repeated strategy shifts had left teams doubting that change was possible.

Paper-heavy

Paperwork consumed 72 trees a year, leading to missed deadlines and weaker sustainability.

Digital confidence

Teams on both sides lacked the skills to simplify and optimise workflows.

This was never a problem that technology alone could solve. Success meant rebuilding confidence, restoring trust, and putting people and processes at the heart of the solution.

OUR APPROACH

Building trust before building systems

We started by understanding the relationship between our client, their customer and the work that needed to be done. Engagement revealed low digital confidence across both teams, which left our client without the skills to simplify and optimise workflows.

We deployed a blended team specialising in technology and relationship building. Together we agreed a joint vision, shared goals and a clearly defined set of positive, measurable behaviours. That allowed us to operate as a trusted partner at the heart of the whole organisation.

> *Our shared goal was simple: unlock efficiency by breaking down the barriers, one by one, day by day, with an eye on the end goal.*

THE IMPORTANT DETAIL

What we did, step by step

01

Map the problem

We mapped the authorisation workflow end to end. This exposed two root causes: a lack of trust between team members that caused delays, and an approval process so complex it could not be followed.

02

Put tech in engineers' hands

We drove the rollout of handheld devices to engineers, which our client had already established. This improved communication across the site and enabled some work to happen up to four times as fast.

03

Build digital confidence

We created digital confidence training resources and hosted weekly drop-in sessions. Workshops were practical, broken into simple sections, and shaped by the feedback we captured and acted on.

04

Make progress visible

A simple, effective tracker let engineers see their own growth clearly, so every skill area was covered in a way that felt approachable and easy to put into practice.

05

Keep support fast

A device tracking spreadsheet logged issues, returns and queries, so engineers got help quickly and their workflows stayed largely uninterrupted.

06

Govern and engage

Onsite summits and a dedicated steering group guided delivery, kept everyone engaged and made sure the change was executed smoothly.

PEOPLE SPOTLIGHT

Laura Deboick Business Change Consultant

Laura brings several years of experience working in secure environments and is an expert relationship builder. Her process mapping of the authorisation workflow was the turning point: it showed exactly where trust and complexity were holding the project back and gave the team a clear route to fix them.

THE RESULTS

Success, and a platform for further success

One year on, the results have exceeded expectations.

150 handheld devices issued, with more to come	**72** trees a year saved through paper reduction	**720** acres of forest planted with sustainability partners	**Net Zero** new teams supporting the end customer's Carbon Net Zero journey

More than the numbers

One of our proudest achievements is changing the way people think about technology. What was once seen as complicated, or even unnecessary, is now understood as practical and environmentally positive.

- The workforce has grown in confidence and embraced new ways of working
- Progress is faster, and more meaningful, with a renewed sense of purpose
- A culture of growth and positivity now runs across the site

Because of the end customer's strict safety and security measures, three previous attempts at this project by other consultancies had failed. We delivered what they could not.

> *I don't think it's an exaggeration to say that it's been an ambition to have mobile devices in the hands of our maintainers for the best part of two decades, so it's fantastic to see it genuinely coming to fruition!*
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WHAT SETS US APART

One team, not two companies

We don't just work alongside our clients; we integrate with them. We create unified teams built on trust, shared purpose and real collaboration. As one customer put it:

"We can't tell who is from which company in the transformation programme."

That's exactly how collaboration should feel.

> *The work that you've put into the engineering forum, technical and people aspects of the project have made a huge contribution … a huge thank you from all of us … keep doing what you do best, which is to make technology adoption real for the user!*
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Ready to build digital confidence?

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