



# CASE STUDY: TRANSFORMATION

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# RETURN TO GROWTH STRATEGY

A legacy focus on a declining On-Premise software marketplace, and accelerating customer migration to Cloud/SaaS was driving an increase in churn of contracted ARR; the rate of decline was compounded further by low team morale, and high levels of attrition; an out-dated “call centre” sales strategy limited talent acquisition; limited investment in sales & marketing, new product development, or customer/user experience, resulted in several years of cost cutting to protecting YoY EBIT, with net revenue in YoY decline owing to combined impact of declining deferred income and insufficient new businesses

- **First 30 days: Listening Workshops**
- focused on “listening workshops”; gaining insights from key stakeholders, detailed understanding of cultural and personnel challenges, business financials & operations, and key drivers impacting business performance
- Consequently, launched comprehensive review of budgets & reporting packs; customer revenue analysis, sales performance & yield per AM, service delivery, technical capabilities, and development of Vision Statement to share proposed cultural improvement and personal development program via Global All-hands updates



# RETURN TO GROWTH STRATEGY

- **30-100 days: Define Vision & Growth Strategy**
- **A critical success factor**
- There must be a shared, company-wide “buy-in” to an enhanced growth strategy, that identifies key objectives, KPIs, and team growth targets that must be met in order to hit the overall Rev/ARR/EBITDA growth plan; to execute positive change at pace, regular internal communication is paramount; every employee must feel empowered in their role; remove the fear of failure; give permission to “fail small, win big..”
- **Co-developed the growth plan “bottom-up”**
- gaining input from c50 employees; hosted a series of workshops and “CEO listening workshops”
- the output was then mapped on to an updated growth strategy by the SMT.
- **These OKRs / KPIs are reviewed & approved by the Board, (reset targets, capital re-allocation etc)**
- OKRs and KPIs are adapted per department & cascaded by extended leadership team
- OKRs & KPIs are applied as % of ALL incentive / bonus pay elements
- **CEO adopts a monthly reporting cadence to company via All Hands / Town Hall sessions**
- SMT provides Team Updates sharing performance versus departmental KPIs
- We celebrate & share successes, highlight sub-performance, or need to pivot quickly
- **ELT Management maintain an active feedback loop to SMT**

# RETURN TO GROWTH STRATEGY

- **Next Steps: 30 -100 days**
  - Complete initial assessments & listening workshops over the initial 100 day.
  - Update existing strategy, growth planning, 3 year strategy plan
  - Assign Workstream Leaders from SMT/ELT to formulate workflow & lead workstreams
  - Embed change program into BAU, & adopt SteerCo governance
- **Executive Summary: Vision & Growth Strategy**
  - **Example: New Business: OKR (Objective & Key Result)**
    - Grow FY25 Revenues to £XXm / Generating £xxm ARR
    - Retaining £xxm GP / Delivering £xm EBITDA
  - **Example: Target markets (R&D): OKR (Objective & Key Result)**
    - Deliver value creation within 24-36 months
    - Become leading UK Specialist CSP, supporting mid-market & enterprise across Specialist Vertical Sectors: Generating “net new” £Xm ARR from specialist CSP services / >X customers / Average Deal Size at £XX / Maintaining Churn @ <X%





# NCC SOFTWARE ESCROW DIVISION: RETURN TO GROWTH

- **Example: Growth Drivers: OKR (Objective & Key Result)**

- Enable high growth (New CSP ARR & Expansion ARR)
- **Implement Sales Disciples: Governance, cadence & rigor**
- **Invest in marketing: build brand, value proposition, and sales momentum**
- **To support SDR teams in**
- Generating XX MQL Leads / SQL Leads = £Pipeline
- Converting to ££Orders / Of which £xxx is Managed Services
- And £xxx is overall ARR

- **Example: Operational Excellence: OKR (Objective & Key Result)**

- Maintain & improve cash generation / Increase ARR cashflows
- Review opportunity business process automation & lean practice to increase net profitability by X%
- Incentivize upskilling of technical FTE to support expansion of vendor portfolio and delivery of CSP Portfolio, alongside career roadmaps to retain talent

- **Example: Culture & People: OKR (Objective & Key Result)**

- Drive Cultural change
- Harness technical / commercial / service delivery expertise to support transformation to CSP & execution of growth strategy

- **Example: Strategic Initiatives: OKR (Objective & Key Result)**

- TBD

