

# Unlocking potential in an underperforming media business.



Creating a vibrant media group from a disparate set of brands by implementing a new operating model that increased profitability, customer service and employee engagement.

## Summary

A large UK media organisation was underperforming. It operated as a collection of brands with little integration, large inefficiencies and unclear accountabilities. A new CEO engaged us to help drive a fundamental transformation. We worked with the senior leadership team to restructure the organisation, engage its people and help the business become deliver a better and more consistent customer experience. The programme equipped for the company to continue the change and achieve its considerable potential.

**“It has been a very challenging and successful six months. The Board are delighted with the huge progress made and I look forward to working with you to help us deliver the transformation we have embarked on.”**

Chief Executive Officer

## What we found

Our client, a large UK media conglomerate, was underperforming. It was operating as a collection of disparate brands with little integration, large inefficiencies and was failing to deliver a consistent customer experience. Central functions were inward-looking, inflexible and inefficient. Accountabilities were unclear. Execution was poor.

Boxwood was engaged to help the CEO unlock potential through a major shake-up of the group's structure and culture.

## What we did

We worked with the senior leadership team to restructure the group into three independent businesses and redesign central supporting functions. The design ensured that each business became fully accountable for managing its own inputs and outcomes.

The collaborative approach helped build high-level ownership for the new structure from the start, and led to the leadership team becoming more aligned to their shareholders than they had ever been.

We supported the CEO and his team through the setup and the launch of the new businesses, and worked with each business to enable them to continue the transformation through their own change programmes.

## What we achieved

The process of launching the new brands helped create a shared understanding of the challenges the business faced and a renewed focus on customers.

The business has achieved a level of cohesion that did not exist before. This gave them a new ability to leverage the scale of the group, combine customer propositions and deliver a consistent customer experience.

The programme has left the group with a solid foundation to fulfill its considerable potential.