

## One Complete Solution



### Background

The OCS Group of companies comprised 18 separate operating companies all working within the facilities management sector. The service offering of these companies was wide-ranging and included office cleaning, laundry and hygiene, mechanical and engineering services, pest control and so on. The family-run company had grown largely by acquisition, bringing an increasing number of related but independent businesses under its umbrella. After many years of growth, head count now stood at around 40,000.

### An edge through cultural integration

Given the growth strategy of the company, it was perhaps not surprising that the group found it difficult to capitalise on its full facilities management potential. The component companies each had independent operating and business strategies, business processes and cultures. This meant that the potential synergies within the group remained largely untapped.

The group's executive team decided that one way of exploiting the group's potential would be through actively creating and maintaining a unified culture, driving towards a vision of the group offering a 'complete service solution' to customers. Blue Edge was asked to make the change happen.

### Key benefits

- Each building block of culture was defined in terms of its purpose, its associated values and behaviours
- The *cultural* framework was used as the template for the group's new *competency* framework, feeding into people management processes.
- Senior managers were trained in role modeling and supporting the new behaviours.
- Every employee in the organisation was invited to participate in a survey to identify areas for development and improvement, supplemented with focus groups.
- Action plans were developed within each group division, all driving towards the group vision of a 'complete service solution'.
- The company continues to point to its culture change programme as a unique differentiator in a ruthlessly competitive market sector.