



## Case study

Name: De La Rue  
Sector: Cash Systems & Services  
Location: Basingstoke, UK

# Making Change Pay!

In just 24 weeks, a performance improvement project at De La Rue's Branch Teller Automation service operation helped usher in new ways of working that boosted profitability

### Background

Employing 4,000 people across 24 countries, De La Rue is the world's largest commercial security printer and banknote printer. Headquartered in the UK, the company is also a leading provider of cash-handling equipment to banks, building societies, retailers and casinos.

A strategic decision to attack growing markets with a new product range meant a fresh set of challenges for De La Rue's service operation. Preparing the field for the launch of new teller automation products to attract different customers, such as retail banks, would take a new set of skills to deal with the high volumes of installations as the product ramped up, and a new skills mix to support repairs on the new technology line. Meanwhile, as the organisation geared up to support the updated product, it had to continue to maintain support for its traditional customer base.

### Key challenges

- Prepare field operations for entry into new competitive market
- Increase margins from existing service business
- Enhance field engineering productivity

### Key gains

- Productivity increased by 20 per cent in just 24 weeks
- Increased productivity enabled redeployment of engineering resources to support new business strategy
- Achieved a 2:1 ROI three months ahead of target

## The challenge

Louise Orrell – Managing Director of De La Rue’s Cash Systems Division – knew that staying fit for business would be a key priority throughout this challenging interim period. “With a series of new innovative industry solutions just months away from launching, we had to be in good shape to deal with projected growth in a highly cost-competitive environment,” she explains.

Raising overall performance of the service division was imperative if the new business strategy was to succeed. It was also important to retain a key asset – De La Rue’s highly skilled engineering workforce – through the interim product changeover period. Finally, the business needed to generate higher margins from the existing service operation.

“Productivity has a direct impact on profitability,” says Louise Orrell. “If we were to have any effect on the bottom line, we had to get our people to think about what they did, not just the way they did it.”

Recognising fundamental change was needed, Paul McKay – Customer Service Manager – knew the company needed outside help. “It is very difficult to look at your organisation objectively and that’s why we engaged Managementors,” he says.

## Preparing for change

Managementors worked alongside the operational teams to audit and map the organisation and its processes. Supervisors and team leaders underwent a ‘Day in the Life of’ study, giving them first-hand exposure to the challenges faced by other team members, including field engineers. The outcome was an agreed set of identified key issues to address, and the creation of action teams to work on their resolution.

“This was a ‘light bulb’ moment for many people in the programme,” explains Louise Orrell. “Institutionalised issues were uncovered, and people began to accept the need to change. What’s more, they positively grasped the very real opportunity for improvement they themselves had revealed.”

As the programme of analysis and process redesign progressed across the organisation, Managementors worked alongside De La Rue personnel to enable the development, implementation and use of new operational tools.

“Rather than having change imposed upon them, people felt empowered to change,” confirms Louise Orrell. “With our key target areas now under control, everything was in place for process, system and people development to take place.”

*“Working with Managementors meant we could go beyond the crude goal of jobs per engineer, to add real productivity and profit to the business.”*

**Louise Orrell**  
*Managing Director Cash Systems,  
 De La Rue UK*



## The journey to improved productivity

During the 24 weeks of the performance improvement project, operational processes were redesigned and implemented with a high degree of ownership and acceptance.

“The project drove successful gradual change, which allowed people to be brought along on the journey,” confirms Paul McKay.

“The process was supported by sustained coaching and mentoring, which enabled our people to convert learnt principles into changed behaviours and actions.”

The teams created a new Management Operating System around a clearly defined planning cycle. This gave managers and supervisors a toolkit to effectively manage their own operation, forecasting, planning, controlling, reporting and reviewing on a job-by-job, daily, weekly and monthly basis. New scheduling tools were produced, while schedulers were empowered to take a more active role in driving engineer productivity. Field service and scheduling regions were also realigned, roles clarified and a greater resilience created through cross-training and the introduction of a common operational management for all teams.

“We dissected the business, implemented major structural change, and achieved this with everyone’s acceptance and understanding,” confirms Paul McKay.

“The results speak for themselves.”

## Award-winning outcomes

The project has generated some impressive outcomes. In just six months, the service operation achieved a four percentage point increase in service margins and a massive 20 per cent improvement in productivity. The project was one of 14 finalists selected for a global De La Rue award.

“We’ve achieved impressive productivity improvements and redeployed resources to support our future business strategy,” says Louise Orrell. “We now have a comprehensive reporting system that generates meaningful data that allows us to understand the true performance of the operation.”

The project has transformed service delivery, and working with Managementors was a key ingredient for success, believes Louise Orrell: “They set real, tangible goals and their focus is very much on the ‘how’ you achieve change, and not just some theoretical ‘what’ you need to do,” she says. “Working with Managementors meant we could go beyond the crude goal of jobs per engineer, to add real productivity and profit to the business.”

“The operation is now in a position to meet its future challenges,” confirms Paul McKay. “We have already generated a financial return on investment of 2:1 and achieved this three months earlier than anticipated.”

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**Louise Orrell,**  
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Contact us to find out what  
Managementors can do for you

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