



# Cultivate Talent

## Case Study



## ARCADIS

ARCADIS is an international company that delivers consulting, design, engineering and management services for infrastructure, environment and buildings. It is ranked 3rd in Europe and 9th Worldwide, employing 15,000 people.

In the UK, ARCADIS has grown to an 800 employee business through organic growth and numerous acquisitions of small to medium sized businesses across the infrastructure, environment and buildings business lines.

### Business challenge

Although the acquisition programme has helped grow the business, and increase the scope of its key service offerings, ARCADIS was operating in silos and regionally.

In key areas, individual business units were still operating and had allegiance to their old brand names, thereby not operating as one integrated organisation, offering seamless services to clients.

The economic recession further highlighted the cost of the lack of cohesion between the units, and missed opportunities to provide cross business solutions.

Our challenge was to assist the CEO and his leadership team in transitioning these quite independent business units into a single, culturally aligned organization under a sign brand.

### Client contacts

**Peter Vince**  
**Chief Executive Officer**  
**ARCADIS UK**

**Elizabeth Cook**  
**Human Resources Director**  
**ARCADIS UK**



### Our approach

Our engagement and transition programme began by creating a Transition Team, made up of key Directors from across the business, to define and take ownership of the transitions process. Their initial objective was to start with the cultural elements of the process in order to create a new vision for ARCADIS UK, together with its values, and sense of purpose.

To secure the engagement of employees to a new common vision, values and purpose, we conducted a series of workshops across the UK with 36 key role models, selected to act as Champions of the process, and to connect the business with the goals of the transition process. These workshops were used to collect employees' views on key issues and challenges faced in moving to a new identity, and provide input into the creation of the new UK vision, values and purpose.

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## Results

This feedback was analysed by the Transition Team, and incorporated into the updated vision and values being presented and signed off by the ARCADIS UK Board. This programme was then rolled out to the business as part of a strategic communications programme that was delivered on time and on budget.

As part of making sure this transition to ARCADIS became real, Directors' Conferences were held with each business line to ensure action plans were agreed to operate as one unit and actively look for cross business line business opportunities. This culminated in the first ever UK Directors' Conference where there was a formal commitment to a £1.5m Challenge to deliver cross business revenue/margin over and above their respective business plans.

The ARCADIS Engagement and Transition Programme continues through 2010.

## Client testimonials

**Peter Vince, Chief Executive Officer  
ARCADIS UK**

"Adrian and Mark were quick to grasp the critical issues of our project quickly focusing our attention on the main ingredients for success, that is, setting up the right cultural environment. By focusing on this at the outset, we were able to engage the business in more than just a name change, but those evolutionary steps to achieve our objective of a culturally aligned organisation."

**Elizabeth Cook, Human Resources Director  
ARCADIS UK**

"Adrian and Mark's complementary skills and styles worked very well on our project. Our project involved the coming together of the variety of companies/brands all with their own histories and cultures. Adrian and Mark were able to successfully steer our transition leadership team to address the very important cultural components in establishing our combined identify prior to embarking on the logistical elements. Focusing our attention on that from the outset and carefully developing our communication programme to run alongside this, helped engage our people in the change which has contributed in a significant way to the project's success."

## For further information please contact:

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