Talent Management Case Studies

Gerry Walsh, Group CEO
Talent Management Case Study:
Rank Hovis McDougall – now part of Premier Foods
Using the Right Ingredients...

- Skills audit to establish gaps
- Technical and soft skills
- Weakest performers exited from the business
- New talent brought in
A Winning Recipe...

- Accept that not everyone is the right fit
- Take the bold and the brave on your change journey
- Beware of the terrorists
Aah now you’re talking...

• Invested in training and development of team e.g. CIPS study, transfers, courses such as presentation skills etc
• Succession planning was crucial
• Built team spirit e.g. go-karting, bowling
Exceedingly Good Results

- £20m cost savings in 2 years and successful IPO
- Rationalised 13,000 suppliers down to 8,000
- Supply Management Award winner - 2005
- First food manufacturer to be awarded CIPS Certification
Talent Management Case Study: Olympics 2012
Delivering the Games

Olympic Delivery Authority (ODA)
• £9.3bn for infrastructure and regeneration
• Government funded

London Organising Committee of the Olympic Games and Paralympic Games Ltd (LOCOG)
• £2bn+ for staging the Games
• Privately funded
LOCOG defined eight categories of supply

<table>
<thead>
<tr>
<th>Artists, Performance &amp; Events</th>
<th>Sports</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security</td>
<td>Technology</td>
</tr>
<tr>
<td>Services</td>
<td>Transport &amp; Logistics</td>
</tr>
<tr>
<td>Facilities Management &amp; Catering</td>
<td>Venues &amp; Infrastructure</td>
</tr>
</tbody>
</table>
LOCORO Procurement faced a unique mix of challenges

1. Unprecedented set of requirements
2. The immovable deadline
3. Resource-constrained
4. Temporary organisation
5. Supporting the wider aims of London 2012

All under a significant level of media and public scrutiny
Finding a Winning Team

• Recruitment is key – attract only the best
• Selling in the vision/strategy
• Prioritisation of sustainability, diversity and inclusion – attractive to many potential recruits
The Challenge

- Attracting people into roles that will be made redundant
- Salary and bonus were not the best in the market
- Pressure and stress of the roles
- Under world media spotlight
The Opportunities

• Contributing to the biggest event in the world in 2012
• Learning experience and growth opportunities
• Meeting glamorous people
• Being a member of a great team
Development

- Performance review system
- Training and development programme
- New projects e.g. sports
- Helped prepare team members for life after LOCOG
Results

• Cost savings of £118 million
• Revenue generation of £40 million
• Major contributor to sustainability, diversity and inclusive agenda
• On time, right specifications and favourable to budget
Motivators

• It’s important to reward hard work and have fun!
• Team days out at
  – Boating lake at Hyde Park
  – White water rafting at Lee Valley
  – Tour of Wembley Stadium
LOCOG Supplier Conference

Inform  Inspire  Excite

12 January 2012