

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

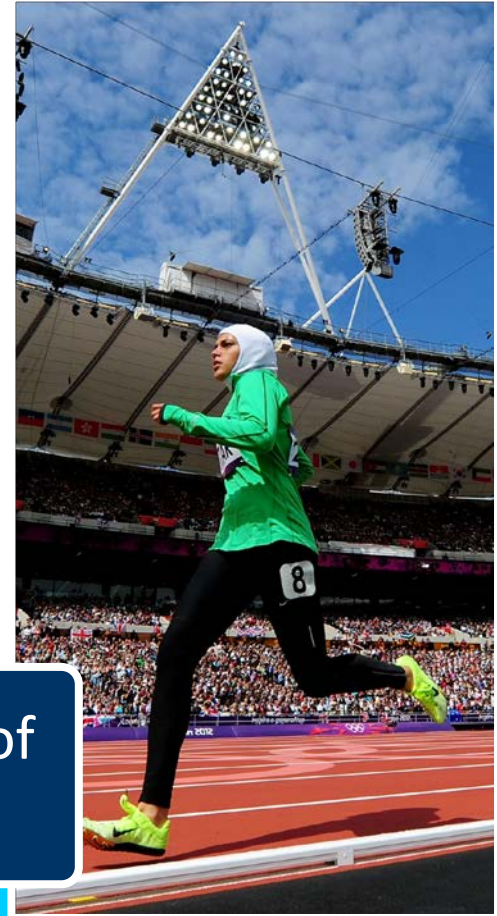
Artists, Performance & Events	Sports
Security	Technology
Services	Transport & Logistics
Facilities Management & Catering	Venues & Infrastructure



LOCOG 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



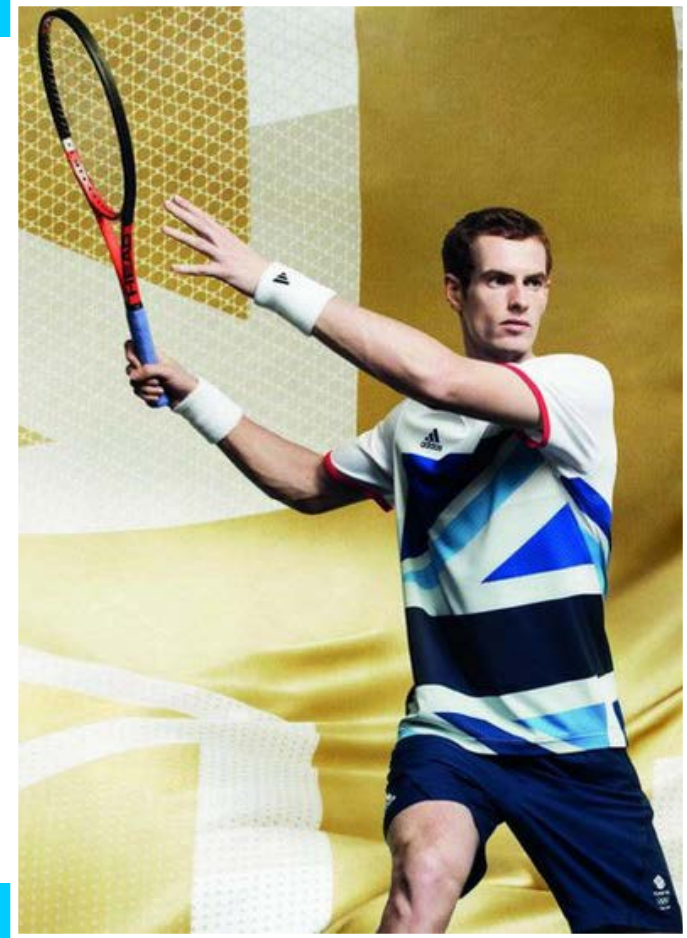
The Challenge

- 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



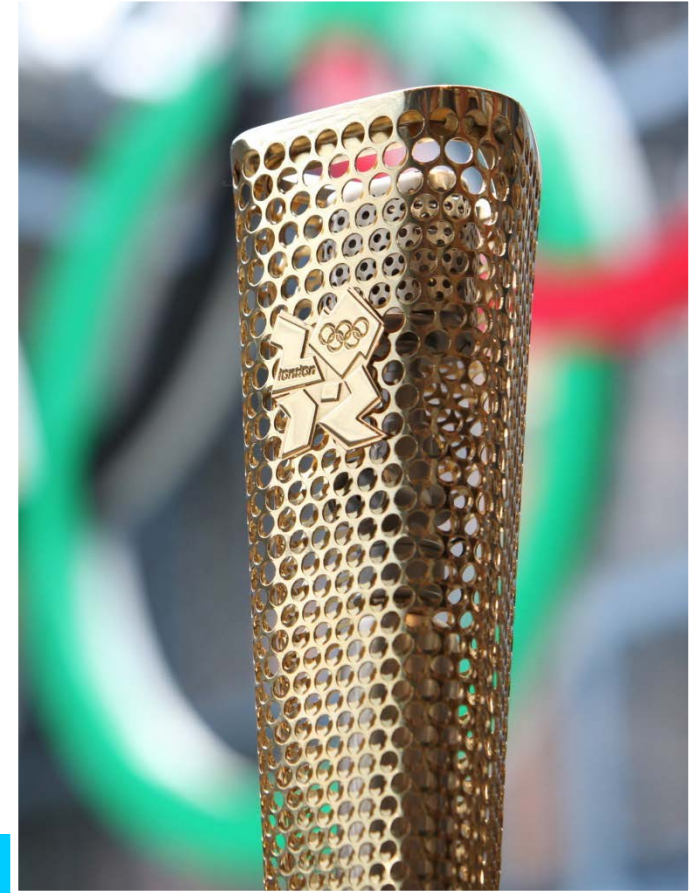
The Opportunities

- 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

12 January 2012



Inform

Inspire

Excite