

Case Study: Britannia Airways – Transferring Skills to the Change Office

The Challenge

Britannia Airways is a charter airline mainly operating for the vertically integrated package tour operator TUI. It operates in a highly aggressive marketplace and business is increasingly under attack from customers' abilities to create their own holiday packages, taking advantage of prices offered by the low cost carriers. In addition the concept of the package holiday is under threat due to the ability of people to make their own arrangements via the internet. Britannia's response has been robust.

- Ø Its own low cost airline has been launched, at a new airport;
- Ø 13 Strategic Imperatives have been put in place and communicated to the workforce as a whole;
- Ø At the suggestion of staff a permanently manned "Change Office" has been created to help all departments and divisions introduce and maintain change programmes.

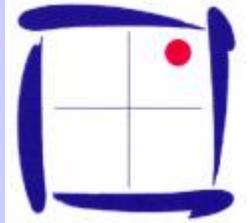
The Role of the Change Office

The Change Office staff have a wide ranging remit but specifically are charged with helping departments to improve their processes and introduce changes which will benefit the organisation and contribute to the continued achievement of the 13 Strategic Imperatives, one of which requires significant cost reduction. The staff need to:

- Ø Help management identify areas where change can be achieved readily;
- Ø Facilitate change through the involvement of the staff wherever possible;
- Ø Focus on process improvement and redesign techniques to lower cost, improve performance and increase revenue;
- Ø Sell their abilities to the rest of the organisation rather than impose themselves.

Four internal staff have been recruited to the office and have replaced 3 external contractors who were previously managing the process improvement and change exercises.





What we delivered

An 8-day training and development programme was put together containing Business Process Redesign, Change Management Skills, Project and Programme Management.

Initially this was delivered to the Change Office staff and a few selected managers but now a consolidated one day course has also been rolled out to 100 of the senior management team to ensure that there is a consistency of approach to change and an understanding of the techniques of process redesign.

- Ø A full training programme in the techniques of Business Process Redesign;
- Ø Instruction in the use and facilitation of workshops as a method of achieving staff buy-in to any proposed changes;
- Ø A programme of Change Management including the key aspects of managing people through change and adapting behaviour according to the situation and type of person being managed. This contained some detailed behavioural analysis and the use of self-perception questionnaires ;
- Ø Instruction in the basic tenets of Project and Programme Management in line with PRINCE2 methodologies
- Ø Delivery of a one-day workshop to 12 groups of senior managers to ensure that the messages about change have been received in a consistent manner and re coordinated across the business

The Benefits

Success will be measured by realising the achievement of project benefits from the change projects both individually and collectively. The extent to which they help deliver the Strategic Imperatives will be key.

The Change Office staff now play a full part in that programme and their skills are in demand across the business

Process redesign is now established with a common methodology

