

Case Study: Sandvik

Overview

Sandvik had acquired two previously competing businesses (based in England and Northern Ireland) in a new market for the company where, despite Sandvik's size and commanding position within other markets, the brand was relatively unknown.

It was identified by the management team that having the right people in the right roles, plus good communications ensuring the right information was getting to these people at the right time; all other integration challenges could be managed successfully over a period of time.

The two key challenges facing the integration team, therefore, were:

- Improving internal and customer communications.
- Attracting new talent into the business capable of meeting high performance standards required.

With the three main pillars of the Schofield Britten business being People, Process & Profile, the project was ideally suited to the skill-sets of the consultancy team.

The key challenges Schofield Britten faced were:

- Three different communication and operating cultures evolving into one.
- Historical labour market reputation and perceptions of the former independent companies working against being able to recruit top industry talent from competitors.
- Maintaining project momentum with a deep recession hitting the sector hard mid-project.

Headline achievements

- Carried out an extensive independent customer feedback programme, gathering critical input on customer perceptions and improvement opportunities within the business, then managed a cross-functional project to resolve the issues impacting upon customer experience.
- Designed, developed and implemented a bespoke IT-based communications system to remove 'silos'.
- Managed a full-site Customer Focus training programme to initiate culture-change.
- Researched, developed and communicated a new employer brand which transformed the target labour market sector perceptions of the brand, resulting in Sandvik now being perceived as the 'employer of choice' in both regions.
- Successfully managed a major recruitment programme of senior managers and key technical and commercial skills for sites in England and Ireland.



- Customer survey
- Customer service training
- Site communications portal
- Recruitment management system
- Targeted PR
- Recruitment advertising



Sandvik is a high-technology, engineering group with advanced products and a world-leading position within selected areas. Worldwide business activities are conducted through representation in 130 countries. In 2009 the Group had 44,000 employees and sales of approximately SEK 72 billion.