

# THINK FORWARD



TRANSFORMING BUSINESS THROUGH PEOPLE

# GO DINE CASE STUDY



# DRIVING HUGE AMBITION FOR GROWTH

In 2015 Go dine digital was introduced as a new arm to the Go dine business. Building on the knowledge of the industry and responding to a need in the market, Go dine digital was introduced to provide digital marketing services to the restaurant sector. With huge ambition for growth, Adam Roberts (MD) approached Think Forward (was Penny Strutton Ltd) to provide support in the growth and scale-up process he had planned.

## The Go dine digital aspiration:

*“To become the UK’s no.1 digital marketing agency for the restaurant sector.”*

## The Think Forward Solution

### Audit

Spending time with Adam to fully identify his vision and understand his frustrations and concerns was fundamental to delivering a meaningful service. Gaining insight into current processes and systems, products and services enabled us to gain a clear view of our starting point.

We also constructed a questionnaire which was issued to each staff member focusing on the current culture and organisational practice which was followed up with 1-1 conversations. Together this information provided us with a benchmark from which to develop the programme and deliver recommendations.

### The Blueprint

Establishing the vision, values, behaviours and aspirational culture is always our first starting point. Through a series of workshops with the team, we developed the blueprint which formed the corner stone of all activities going forward.

In addition, we created recommendations for achieving the aspirational culture statement which included changes to the office environment and working rituals including a monthly “values reward programme”.

### People Infrastructure

Using the blueprint as a backdrop to all development we created and delivered a variety of activities including:

#### Organisational Structure, Strategy & Process:

- Based on the business strategy we built an organisational structure which involved promoting two individuals within the team and identifying two new senior posts for recruitment later in the year. The structure is designed to enable the business to grow whilst remain responsive and agile as a tech agency.

- We wrote the 12 month business strategy alongside the MD, initiated the data collection and analysis and built the coordinated “90 day planning” process for operational delivery across the business.
- We reviewed and developed business process which increased efficiency of the team and an ability to on board/handle more clients.

#### Leadership and management training:

- We designed and delivered a programme of management training for the newly promoted individuals which was followed up with individual coaching
- Penny Strutton has fulfilled the role as coach to the MD for the duration of the programme

### Performance management, Communication and Team Development

- We built a system for team communication and performance management.
- Introducing weekly and monthly huddles/meetings was critical for reinforcing the new values and behaviours and have allowed the team to share best practice and innovate together.
- A continuous performance management process was introduced whereby individuals meet for monthly catch ups with their line manager to check in on activities and objectives – both from a work related and personal development perspective.
- We ran a Lumina Spark team development morning using the large floor mat to help the team reflect on their own behaviour and understand their team mates better. This has improved communication and team working.
- We've led innovation and problem solving workshops to build confidence and practice. This has stimulated creativity and enhanced services.

### Employer branding and recruitment

- Every job role was assessed and a job description and person specification created.
- Lumina Spark was used to identify the types of skills required and the appropriate competencies were built into the person specifications.

- The recruitment process was mapped out which included writing the “recruitment pack”, creating a semi-structured interview process and assessment system as well as creating a comprehensive 3 month on boarding programme.
- Working with our partner MyHRHub, we introduced an applicant tracking system which is now operated an in-house operated programme.



## Talent Management

- With a young and ambitious workforce it was critical we could provide an attractive experience for them whilst with the company. We therefore mapped out a two year career trajectory and development plan for the digital marketing executives.
- We designed a specialist behavioural framework for the digital marketing executives which included a specialist competency framework and organisational behaviour framework. Together with the monthly catch ups, the programme is designed to track and reward development over 6-month milestones – thus reducing attrition, boosting performance and maximising their experience.

## Next Steps

The programme of activity has created a robust organisational infrastructure which has allowed a strong team to be recruited and developed and more clients to be onboarded. The MD recently secured investment for rolling out the growth strategy over the next 12 months which was significantly helped along through the programme of work Penny Strutton delivered over a 12 month process.

Penny Strutton and Think Forward continue to work with Go dine to help deliver the growth strategy on a 4 day-per month contract.

## Interested in exploring your company's growth potential?

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