

Culture shift and change communications for Sofica Group

Situation analysis

Sofica Group is one of the fastest growing and biggest independent Bulgarian outsourcing companies with clients such as Nissan, Unicredito Bulbank, the biggest bank in Bulgaria, and many other industry leaders. Until the end of 2007 Sofica will double its workforce.

The company provides following services:

- Contact center
- Back office services
- Hosting business processes
- Managed services
- Consulting

Recently, new CEO has been appointed. His latest professional experience was senior management position in one of the world leading IT and technology companies. His first impression was that until now there was no consistent work with regard to the company's internal communications. There was no established team capable to respond to rising challenges and fast growing business.

In addition, one of the most serious issue facing the company is that not only it has to double the number of employees until the end of 2007 but also fend off constant threat from competitive outreach to its employees; all of this in a labor environment where it is more and more difficult to find the appropriate and qualified workforce.

Sofica's CEO approached Ardency Consulting to develop and implement a long-term strategy and action plan for change and internal communications.

Communication goals

After internal research and conversations with Sofica's new management, as well as long serving employees, we pin pointed the most pressing issues and employee expectations and defined following goals:

- CEO Positioning - one with vision and competence to get the company to a new level and new segments
- Positioning the CEO as one who has upmost care for company employees
- Develop organizational capabilities for easier adoption of many new employees
- Sound and consistent communication of company values and positioning
- Use tactics to help build a team who can pursue business goals

Strategy and execution

For achieving the above goals, Ardency Consulting developed a three-staged strategy consisting of:

Stage one – strategy for establishing proper communications procedures for sound communication of company's goals, purpose, and activities to new and established employees. This stage will also serve as first step for engaging employees with organizational goals.

Stage two – engaging employees in two-way communications with management with the purpose of better knowledge of the “big picture” and starting point for developing employee loyalty.

Stage three – ensuring that there is a consistent communications processes in place for keeping the information flows concerning constant business environment changes.

We used complex set of tactics to achieve strategic goals. Firstly, we developed collateral materials such as office posters, a corporate brochure, and corporate branded bandannas. We organized a three-day event on which the administration of the company was trained in business etiquette and business communications. They also participated in team building activities.

We prepared the CEO's speeches and internal memos for new management introduction.

Results

While we are in the beginning of the strategy implementation, the initial employee feedback is quite positive as they appreciate and are nicely surprised with the effort management employs for improving their working environment.