

Case Study

IEMA
Sustainability professional body
Ricoh Workplace Services

Ricoh workplace transformation delivers enterprise-class change, re-engineered processes and new revenue streams for UK SME



IEMA, the UK sustainability professional body, did not think workplace transformation was affordable or achievable for its SME business. But the first-phase analysis of a Ricoh Workplace Services solution showed that IEMA could deploy a change programme that would

deliver economic, productivity and employee experience benefits, in a measured and cost-effective way. Already, Ricoh has helped IEMA avoid a costly office expansion and spot £70,000 of potential extra revenue.

Executive summary

Name: IEMA
Location: Lincoln, Lincolnshire
Size: 40 staff, 14,000 members
Activity: Sustainability professional body

Challenges

- Restrictive processes and traditional office working were limiting business performance and growth
- Workplace transformation perceived as too expensive and complex
- Potential resistance to change from employees

Solution

- Ricoh Workplace Services
- Analysis and understand phase complete
- Measured and managed change process planned

Benefits

- Enables an SME to achieve enterprise-class workplace transformation
- Turns large-scale, seemingly costly change into manageable, affordable bite-size steps
- Delivers an innovative, unobtrusive office, work and employee analysis process
- Improves processes, utilises space better and avoids costly, unnecessary office expansion
- Highlighted £70k potential extra revenue and 20% print cost savings

Challenges

IEMA is the professional institute for environmental and sustainability practitioners, either within organisations or as independent consultants. It sets sustainability qualifications and standards by developing and offering a number of training courses, advice and resources, to help members enhance skills and expertise. It has 14,000 members, primarily from the UK but also ranged across 100 countries. Although the industry is yet to set formal standards, IEMA is steadily becoming the recognised industry body. It is the largest professional body of its kind in the world and was a key player in developing the ISO 14001 Environmental Management Systems standard.

Like many businesses, IEMA has a traditional-style office with individual desks, several offices and meeting rooms, along with lengthy processes and too much paper. For example, in its 40-staff Lincoln office, IEMA was consuming over 250,000 sheets of paper a year.

IEMA was already looking at how it could restructure the organisation and wanted to change its working environment and practices to become more efficient and productive and provide staff with a better work experience. It was on a growth path and finding staff with the right expertise was proving challenging. Still, workplace transformation was seen as something for a large organisation, not a set-up like IEMA

Neil Fray, Finance & Performance Director at IEMA says, "We're a professional body with limited resources and therefore workplace transformation could cost us quite a lot of money to achieve. It is seen as too much of a nice-to-have, so if it's going to work it's got to deliver economic benefits, improve productivity and enable better ways of working."



IEMA was already in contact with Ricoh through their shared interest in sustainability. IEMA decided to work with Ricoh, because its team was able to reassure IEMA and demonstrate that a Ricoh workplace transformation solution was both affordable and achievable, regardless of scale or business type.

Solution

Using a Ricoh Workplace Services (WPS) solution, IEMA has launched a workplace transformation programme. IEMA has completed the first phase of the Ricoh WPS - Analyse and Understand - a comprehensive investigation into IEMA's people, processes, technology and property (environment).

Over a couple of months, Ricoh worked on-site to audit and analyse two aspects of IEMA - the physical environment and how employees work. Use of office space was monitored and measured with desk and meeting-room sensors, while location of people, furniture and equipment and storage space was assessed and evaluated.

IT resources, infrastructure and equipment, such as servers and hardware assets, were also analysed. To understand working practice and processes, Ricoh conducted a company-wide e-survey followed up by in-depth, face-to-face interviews with selected staff.

Fray says, "Ricoh's approach to getting to know us was different. It wasn't a quick dive into counting paper copies, but rather really getting under the skin of what we do and how we work. The start-point, for example, asked people what their job and preferred way of working was, but also what held them back. Face-to-face discussions were rich and open and without a pre-judged solution. There are roughly four preferred ways of working – from traditional fixed desk to fully digital and mobile - and even though we've only 40 staff, the split across the spectrum was equal. That presents quite a challenge in meeting the needs of all our people."

Another aspect that impressed IEMA was Ricoh's conduct and interaction with staff. There was a concern that external consultants coming in and inspecting people working would disturb and worry staff about their jobs. However, Ricoh handled the whole operation very sensitively and in a friendly, light-touch way.

Ricoh then marshalled all the information from the audit and analysis phase and produced a comprehensive and detailed report. It covered current working practices, workspace utilisation and its impact on the organisation, and made a number of improvement and transformation recommendations. These recommendations have already initiated a number of delivery projects which have enabled IEMA to improve its CRM systems, management information reporting and business intelligence capability.

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Benefits

“The Ricoh WPS has given IEMA a clear sense of the possible. What really impressed me about Ricoh was showing it was possible, in an affordable way, to transform an office environment physically, functionally and culturally. Ricoh demonstrated it could be done in bite-size chunks; and enabled us to realise how we could make simple internal changes that would make a big impact. That is quite a powerful thing,” says Fray.

The Ricoh WPS has given IEMA a framework around which it can deliver a number of change and improvement initiatives to transform its workplace and business operations to achieve a more efficient, productive and sustainable organisation.

For example, Ricoh recommended how IEMA could use technology and processes to recognise how people currently function and to help them change the way they work and implement more efficient business processes. This included enhancing mobility and reducing the burden on IT by putting key systems in the cloud, which delivers better resilience and security, but also improved accessibility.

Fray says, “Importantly, Ricoh WPS brings workplace transformation under one programme. IEMA was already considering many of the issues highlighted in the WPS report as individual pieces of work. But it was Ricoh’s coherent approach that brought all of these initiatives, plus some new ones, together. Ricoh linked efficiency with working practices with office layout which ultimately made culture development a more tangible objective.”

One of the most significant results of the Ricoh WPS has been on space utilisation.

Fray says, “Our Lincoln office is a bit of a rabbit warren and, with 40 people, feels quite full. But Ricoh showed that by utilising space better we can fit up to 60 people in the office, without major investment, done incrementally and much of it ourselves. That’s very important because we want to grow and we thought that with just five extra people we would need a bigger office. Now we’ve got at least five years of

growth potential without moving. That’s a huge economic benefit and without that information we could easily have made a costly and unnecessary decision.”

Ricoh recommended some simple, quick-win sustainability solutions like removing paper out of existing finance operations by generating electronic invoices and POs, receiving electronic bills and maximising electronic payments. IEMA has already switched from sending out membership packs of paper and plastic cards to more e-based information. Combined with Ricoh’s best practise approach to print management, IEMA estimates a 20 percent saving in print costs.

IEMA has seen a significant improvement in financial, management and control areas because of better information intelligence. Historically, legacy data was not very reliable in determining accurate membership numbers and, therefore, fee billing was difficult. IEMA worked with one of Ricoh’s Workplace Services consultants to clean up the data and start to put in place a robust, business intelligence platform. This has enabled IEMA to manage and communicate with its membership accurately and more efficiently whilst driving additional revenue streams. Better business intelligence helped to highlight a shortfall in membership fees of more than £70,000.

Fray says, “Here is an additional example of how Ricoh is supporting our workplace transformation in an affordable, measured way. IEMA recently sat down with Ricoh to review the easy wins and which bits we could achieve this year. That means that IEMA can start to realise the benefits in a managed and cost-effective way.”

Ricoh Solution/Products

- Ricoh Workplaces Services
 - o Audit & Analysis
 - o Consultation & planning
 - o Business intelligence review
 - o Workspace assessment

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IEMA

Transforming the world
to sustainability