

During a time of highly visible corporate and strategic actions at British Airways, using our proven workplace methods we delivered a compelling case for action and 12-month roadmap that resulted in an £88.7 million cost avoidance.

### Issue:

- Having already made cuts of 8,000 and 13,500 employees, further high value and tangible cost savings were difficult to identify.
- The second largest cost base for BA was their property portfolio.
- BA demanded a risk-free business case to increase utilisation of just one building, their flagship Waterside site.

### Deliverable:

- Compelling case for action that understood the issues and focused on objectives.
- Secured unwavering support from the top.
- Secured BA committed implementation team to follow the 'roadmap' of actions.
- Increased Waterside utilisation from 2,600 to 4,700 employees
- Changed BA management mindset for future building requirements.

### Approach:

- Modelled people, technology & logistics issues to meet increased property usage.
- Addressed legislation, communication, remote supervision, layout design, etc.
- Facilitated cross-business functions using auditable maturity model methodology.
- Defined project, finance, and risk accountability, steering group and cross-functional teams, communications strategy, clear programme structure and methods

### Benefit:

- Improving workplace effectiveness has produced quantifiable results and is a sustainable activity that can be continually scaled across the business.
- The initial forecast £65 million saving target within 12-months was exceeded, achieving total of £88.7 million.
- "Our workplace effectiveness programme delivered where other initiatives would have failed" Rod Eddington