



PROBLEM STATEMENT:

**Reaching customers everywhere
without an office in every city.**

Client profile

- Australian Advertising Industry
- SMB Customer Segment
- 200k+ customers
- 1500+ employees
- \$600M+ Revenue

Key Team Roles

- Financial/Commercial Analyst
- Vendor Management SMEs
- Shared Services SMEs

Business Impact

- Sales force moved from being office-based to a mobile model
- Outsourced facilities management
- Strong focus on cost efficiency
- Leasing lower cost collaborative spaces for parts of our business to encourage innovation
- The three year plan will see 20 properties being exited and a final property portfolio of two offices - Melbourne and Sydney



The client is a well-established Australian household name, with a large national portfolio of properties to accommodate its workforce; servicing key customers in all geographical locations. The consequence of this structure is a significant, underutilized fixed cost base that is difficult to optimise.

Approach: Moving from office-based to a mobile-based sales force.

- The transition of the national office-based sales workforce to a home/mobile based way of working took place over a series of phases, with regional sales staff kicking off the transition.
- The three year plan will see 20 properties being exited, a majority of which either surrender, sublease or exit via expiry – culminating in a property portfolio of two: one office in Melbourne and one in Sydney.
- Additionally, in-house facilities management teams were converted to external facilities management service providers to further improve on cost efficiencies.

Strategic initiatives implemented:

- Sales personnel working from their home offices translated to 17 properties being released, resulting in large savings opportunities being realised.
- All property and facilities cost drivers were analysed and challenged, to further optimise costs - including car parking, security, utilities, repairs and maintenance.
- There was also a focus on uplifting the standard of facilities management, which resulted in enhanced building presentation, improved cleaning and facilities maintenance and safer operating environments for the entire workforce.
- Risk based fees for Agents were introduced to drive the right outcome.

PROPERTY EXISTS

-20

REDUCE PHYSICAL FOOTPRINT

PROPERTY SAVINGS

\$42M

OVER ORIGINAL LEASE TAILS

CASHFLOW YEAR 3

+\$21M

CUMULATIVE