

Remit Case Study: Lambert Smith Hampton

Lambert Smith Hampton (LSH) is a UK Top Ten commercial property consultancy providing market-driven solutions for clients in the public and private sectors. LSH has a full national capability with 28 offices spanning the UK and Ireland. The company provides a broad range of professional services and advice, based on expert local knowledge.

LSH advisors are no-nonsense and enthusiastic. Integrity and creativity are at the heart of the LSH working ethos. The company therefore has a vast range of information amongst its 900 staff across many locations. LSH set up a project to develop an Intranet in a way which would effectively capture this information and disseminate it in a straightforward and easy manner.

Objectives and Issues

The LSH team prepared for the project by undertaking a web-based survey of staff opinion. This questioned potential users about the use of intranets generally and the team had used this to prioritise the requirements. The project team had also undertaken a more in depth analysis of technical requirements and had selected a preferred supplier for the intranet system. The Board had approved the project and the Board Sponsors had set out their own objectives.

The focus for the team was on providing a solution to business issues and to define the user requirements in a way which would introduce the user to new ideas and new ways of working. One of the key business drivers was to enhance the company position within the area of strategic advisory work through better technology. It was recognised that this project might be a catalyst for change generally although this needed to be handled sensitively to avoid over-emphasis on change.

Approach

LSH asked Remit Consulting (Remit) to help with this stage of the project. Remit worked with the LSH team to confirm the overall objectives and drill down into the specific business functions that might be valuable to the Intranet project.

The key to this part of the project was to find a way to capture preferences from the users without taking them away from the business for a significant period – fee earners' time and attention in particular is notoriously difficult to obtain.

We therefore based the project around a series of 2-3 hour facilitated sessions which provided stimulating content and exercises which had direct relevance to the jobs of the participants. It helped that Remit's consultants not only work within the property business but have worked as agents and property managers so they could understand the priorities at LSH.



“It was inspiring to work with such an enthusiastic group. Senior Management were keen to involve people at all levels of the business and the result was a project that took everybody's needs into account.”

- Melita Thomas



Fig 1: A section from a typical Remit Process Model

We added research from across the property industry to the LSH internal research to put forward a priority list of phased business functionality. These functions ranged from a regionalised social calendar of events to details of the latest transactions undertaken by the company.

To make this easier to assess we analysed the findings within our Process Model – the RPM (Fig.1). This set out all the business areas within the company and helped prioritise key areas which helped in planning the communications and facilitated sessions with staff.

The response in the sessions was excellent. We agreed and prioritised three phases of work for the intranet, determined the look and feel, and identified elements of intranets to avoid. Not only was this achieved without taking much of the staff’s time, it encouraged a level of enthusiasm which was contagious within the business. By the time of the launch, staff knew what to expect encouraging early use.



“Remit Consulting knew exactly how to tap into the different types of people attending the workshops focusing on transactional, advisory and support staff – with each group having its own requirements of an Intranet.”

The RPM Model has provided LSH with a roadmap for developing not only the “Go Live” version of the Intranet but also the continual development of the Intranet into the future.

Our goal is to embed the Intranet into the working practices of LSH.”

Marion Murphy – Project Manager at Lambert Smith Hampton

For more information:

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