

GLOBUL

Increasing Market Share Through Leadership and Strategy Implementation

GLOBUL – a key mobile operator in Bulgaria - wants to strengthen its position in Bulgaria through its products and services for both corporate and residential customers. To achieve this, their people need to be even more customer-focussed and innovative, and their current managers better leaders who in turn can make their people better managers. With this in mind, they started working with MCE.

1 The Challenge

GLOBUL's middle management of about 100 people were the backbone of the company – working as professionals on their tasks, organizing the work, and being responsible for their teams. On the other hand, they needed to be a more homogenous group in terms of their management skills and alignment.

2 Development and Solution

Based on discussions between GLOBUL and MCE, a cross-functional modular development programme was developed to ensure that there was:

- A good understanding of the strategy, and alignment to that strategy
- A common language for strategy and strategy implementation
- An understanding that leadership behaviour is the key “enabler” to create an environment for change & strategy implementation
- The right balance between leadership & management skills.

Top-level Management Input and Action

The senior management's intention in all of the above was to:

- Transform the organization's managers into better leaders
- Give employees direction and enable them to implement that direction.

It became clear, however, that the middle management's understanding and implementation of the strategy was always not fully aligned to the overall corporate strategy. As a result of this, a senior

management workshop – aimed at consolidating and communicating the strategy, was agreed. This initial workshop then developed into three subsequent workshops to explore the topic in more detail.

The objectives of the senior management workshop were to:

- Provide a clear and concise directional strategy statement
- Understand the importance of the above in shaping perceptions and future decision making at all levels of the business
- Agree on a communication plan for the above
- Understand and agree on the necessary leadership to enable future strategy implementation.

3 Results and Benefits

MCE has helped GLOBUL to frame the strategy by using the strategy house model and thus to facilitate its communication to the managers; to rephrase its vision, mission and headline news, as well as identify key cross-functional projects (marketing, HR, finance, technical), the strategy behind them and related KPIs.

At the end of October, senior management will present the new Globul strategy to middle management. This in turn will be followed up by the roll-out of 8 middle management leadership workshops – to approximately 100 managers.

The desired outcome is to have middle and senior management teams who work in alignment to the strategy, and who are proactive and take initiative and responsibility, and go beyond their closed-group tasks to see the overall picture.

GLOBUL

GLOBUL (part of the telecoms company COSMOTE) launched its commercial activity on September 17, 2001 with the opening of its first shop. Since then, GLOBUL has become the most rapidly developing mobile operator in Bulgaria as a result of its aspiration to always offer the best services, to continuously develop its commercial network and to maintain a strong team of professionals.

For more information, visit www.globul.bg/eng/



“The co-operation with Management Centre Europe proved very fruitful for GLOBUL...”

“For us, the preparation of GLOBUL's three-year development strategy was a challenging but also a rewarding task as we implemented professional expertise, which proved so effective with so many other companies.”

*Thanasis Katsiroubas,
Chief Executive Officer*

“These sessions improved the synergy between the various departments and contributed to the formulation of specific leadership skills in our middle management team.”

*Sonia Slavcheva,
HR & Administration Director*

