

Delivering Differently, a case study from education services

Ian McGrady

Managing Director

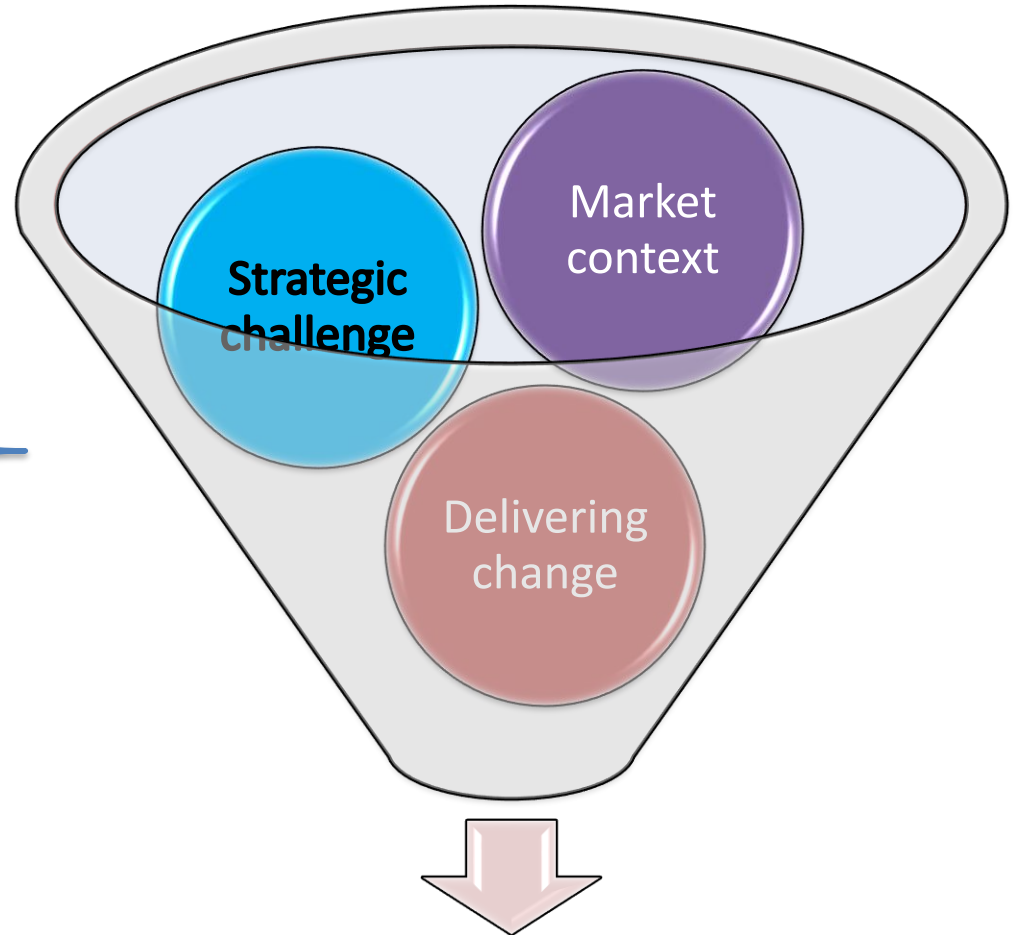
Edsential Community Interest Company



Setting the scene



- 1400 employees
- 12 separate services
- Over 300 school customers



Improving outcomes



Dynamic market context:

You're going to need a bigger boat



- Structure: MATs, Academies and LAs
- School budgets
- Cost inflation





- Make the business case iterative
- Clear value proposition



- Senior team in place >6 months prior to launch
- Right business model for the mission



Strategic challenges:

May the force be with you

- Politics
- Governance
- School engagement
- Market competition





- Stakeholder conflicts of interest
- Ducking the big issues



- Fit for purpose governance
- Commercial transfer agreement



Delivering change: *We're not in Kansas anymore*



- Start with why
- Culture
- Brand platforms
- Communication





- Funding the change
- Unrealistic stakeholders



- Honest, direct communication
- Create the culture first



Delivering improved outcomes: *To infinity and beyond*



- Operating reality
- Financial performance
- Impact report





- Flexibility of cost structure
- Moving faster than customers



- Focus on the mission
- Freedom and accountability



Thank you

