

## Case Study

Fraikin  
Workplace Services  
Transport

Ricoh helps leading European contract hire & leasing company deliver major transformation project



Fraikin - one of Europe's largest commercial vehicle leasing providers – had a vision to throw off its legacy image and become a smart, modern, digitally-driven industry leader. Through a partnership with Ricoh

Workplace Services, Fraikin has realised that goal and delivered one of its most important transformation projects in ten years. It prompted one major customer to say Fraikin had become a 21st century business overnight.

## Executive summary

**Name:** Fraikin Ltd  
**Location:** Coventry, Warwickshire  
**Size:** 300 staff  
**Activity:** Commercial vehicle contract hire and leasing

### Challenges

- Adapt to industry change and new challenges
- Legacy location, workspace, business practice, attitudes
- Support corporate rebrand and improve image perception

### Solution

- Ricoh Workplace Services

### Benefits

- Transforms new HQ into modern, efficient, valued workplace
- Improves inter-function communication and collaboration
- Cuts space by 50% for same staff numbers and future expansion
- Saves £40k a year on rent costs
- Major customer says "Fraikin has become a 21st century business overnight"

### Challenges

Fraikin Ltd is the UK arm of Europe's biggest commercial vehicle contract hire and leasing business. It is the group's second largest country operation with 300 employees in nine locations across the UK. The company's headquarters are in Coventry and it was here that Fraikin was to make one of its most important business transformations.

Fraikin has been in business since the early 1980s and, while successful, a culture and perception as dated had remained largely the same. The business recognised that the commercial vehicle industry was undergoing significant change and if Fraikin was to remain competitive and have the business agility to meet new challenges, it also had to change.

A recent takeover of group ownership provided an opportunity to establish a vision of a company that was modern, professional, digitally astute and better positioned to add new services and grow business opportunities. Fraikin re-branded its corporate image but realised that fundamental change could only be achieved by the way the whole business operated. The problem was how to do it. Henry Horsfall, HR Director at Fraikin, says, "If you wanted us to advise on the truck for the future, that's not a problem, but when it came to building an office, we didn't know where to go."

A catalyst for change was Fraikin's decision to move out of its old headquarters where it had been for 30 years and which did not represent where the business needed to go. It approached several suppliers to help design the office space. But the proposals it received were modern versions of the old design and did not address the fundamental challenge of business and organisational change. At the same time, Fraikin was talking to its print supplier, Ricoh, about renewing its printer fleet and Ricoh suggested speaking with the Ricoh Workplace Services (WPS) team.



Horsfall says, "We visited Ricoh's UK HQ in Northampton where we were greeted with a real demonstration of what a workspace can do. However, it was the challenging, pertinent questions from the team that made us think differently about the type of space we needed to enable effective and efficient staff productivity. Ricoh's approach and questioning set it apart from other suppliers and opened our eyes to the art of the possible."

### Solution

Fraikin engaged with Ricoh WPS to manage its entire HQ relocation. This comprised three main phases – analysis, design and transformation.

The first phase was a Ricoh Sprint analysis of Fraikin staff, workplace and processes. Ricoh went to the old office, took photographs, surveyed the environment and interviewed staff to find out what they thought about their jobs and workplace. Ricoh also conducted several 'What Works, What Doesn't' workshops with teams from all levels of the business.

The second phase marshalled the analysis to inform several design options – based on the Four Cs concept of Concentration, Contemplation, Communication and Collaboration. These ranged from general layout, workspaces and meeting places to furniture and colour schemes. The aim was to create an environment where employees felt they could maximise productivity and develop their own workstyles. Some of the innovative techniques that Ricoh WPS deployed included creating design mood boards and presenting a range of furniture styles and colours to staff and getting them to vote on preferences.

In the third phase Ricoh managed construction of the new office. It was built over one floor and laid out in two figures of eight with meeting rooms, learning spaces and collaboration pods in the centre, walk ways and open-plan seating on the outside. Meeting rooms have the latest collaboration and communication technology. Only the CEO has a separate office and even that doubles up as a meeting room. Departments and functional teams are located next to, or near each other with the aim of mapping business and process workflows.

Horsfall said of the Ricoh team, "I don't think I've ever worked with a company whose people – from site manager and project manager to the team putting up the ceiling – demonstrated so actively and clearly such a detailed level of attention. Ricoh would tell us about mistakes and problems and how they would resolve. And I'd regularly come on site and find the project manager lying on the floor checking that the smallest of details were right."

*continued overleaf*

### Benefits

The Ricoh WPS solution has enabled Fraikin to reduce its office space by 50 percent but still accommodate all 120 staff and have capacity for expansion over the next few years. This is estimated to have saved around £40,000 a year on rent. Fraikin's people now have a smart, efficient and inviting workspace that makes interaction much easier.

For example, aligning associated functions such as sales, operations and finance has enabled more collaboration, communication and instant, informal discussion. As a result, Fraikin's people work in a more agile and productive way. They spot issues before they become problems and the business has seen a significant reduction in errors such as vehicle order mistakes or incorrect invoicing. Instead of sending emails or leaving phone messages between teams and waiting days or even weeks, questions are being resolved instantly.

Based on Ricoh's Sprint Analysis, Fraikin's original score increased from 49 percent to 69 percent following the transformation. This percentage is based on key metrics in four areas; People, Place, Process and Technology.

*"The other day, I happened to overhear a conversation in the canteen between a finance person, credit controller and account manager that quickly resolved a vehicle request problem. It was a spur-of-the-moment meeting that epitomised what the change was all about. You can't manufacture that sort of thing, it arises naturally from a collaborative, conducive environment,"* says Horsfall

One of the inspirations of the Ricoh approach was getting all teams, not just management, involved in and responsible for the change process. With half of head office employees having worked at Fraikin for over 15 years and 20 percent of them never having worked anywhere else, the move represented a major upheaval. Giving employees a sense of ownership and ability to personalise their workplace, made it easier for them to adapt. An added benefit of this is that teams are self-policing themselves to ensure their own desks and work areas remain clean and clear.

When Fraikin's people were asked why they felt this way, the common response was they had chosen their chair or desk and so wanted to make sure it was left tidy.

Horsfall says, "Fraikin set out to become a modern, more efficient and digitally savvy organisation. With Ricoh Workplace Services, we've delivered one of the most important, positive, and impactful transformations the business has experienced in the last 10 years. Reaction from visitors has been phenomenal. When one of our biggest customers commented about the new office 'Fraikin has become a 21st century business overnight' it captured exactly what we aimed to achieve."

### Employee Perceptions

*"Our old office was OK and had everything we needed, but there was nothing special. Since moving to the new office, straight away everything's more modern, more professional and you feel proud to be part of Fraikin. You feel more positive because everything's been thought of for us to work effectively from meeting rooms with a full set of technology down to a nice, smart kitchen."*

*Jordan Ford, Fleet Coordinator*

*"I think many of us were surprised at how Ricoh and the company listened to our feelings and views. As a finance team we had been segregated from the rest of the company and now we're in the middle of the operation so there's a lot more interaction. We're overhearing and picking up on things that previously needed a phone call or email. It's created a more personal environment and team feeling which I think is very beneficial to us and Fraikin."*

*Rhian Jones, Team Leader, Accounts Payable and Receivable*

### Ricoh Solution/Products

- Ricoh Workplace Services:
  - Workstyle Analysis
  - Workspace Analysis
  - Process Workshops
  - Workplace Interiors (including fit out & build)
  - Project management
  - Change Management Programmes
  - Workspace Technology

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Henry Horsfall, HR Director, Fraikin

