



MCA Awards 2018 Highly Commended

Change Management in the Private Sector
Egremont Group with Snapfish

From technology provider to retailer

Launched in 1999, Snapfish brought social sharing of photographs to our lives. The idea was new, the technology was sound and the investors were interested. But by 2015, having passed through multiple owners, Snapfish was struggling. They were losing customers and losing money and so they brought in a new CEO, Jasbir Patel, to help transform their fortunes.

This is the story of how we helped Snapfish transform from a technology company with declining sales into a retailer with a growing customer base. Jasbir had witnessed the impact of our transformation programme at Walgreens, where he had been VP for Retail Transformation before moving to Snapfish. Not only did he like the results we helped Walgreens to achieve, but also our collaborative, engaging approach.

We helped Snapfish to rediscover what they stood for, turn the company and culture around, and deliver what customers wanted. We helped them create an environment in which people could flourish, giving them a purpose beyond turning up at work every day. And we helped them redefine their strategy and build an operating model from scratch, underpinned by an economic model which focused their efforts.

In short, we helped to manifest a focused, collaborative business, moving from year on year declining sales of 10% in 2015 to a 10% growth in 2017.