

Context:

Merlin is Europe’s largest operator of theme parks and tourist attractions, including Chessington World of Adventures, Madame Tussauds and The London Eye. With over 100 attractions worldwide, the business spans across 4 continents. A FTSE 100 business, with a long list of potential mergers and acquisitions, Merlin has huge growth plans over the next few years.



Transformation:

Mark Allsop joined Merlin as Group CIO in September 2013, and identified several opportunities for change within technology. Mark’s plans included a complete refresh of all technology systems globally, making the business more aligned to the digital age. In addition, he decided to restructure the entire technology department, converting the team from 70% contractors to 70% permanent with the view to reducing costs and creating a more collaborative, team-oriented environment. Mark engaged with La Fosse to help deliver this change and to recruit an entirely new leadership team across the globe, as well as a number of technical and management positions in the UK.

Project scope:

La Fosse worked collaboratively with Mark and his leadership team to construct thorough assignment briefs for all executive hires, refine the salary and grading process, as well as mapping out the technology leadership markets for the US, Asia-Pac and UK. In addition, La Fosse carried out a comprehensive search process, conducting in-depth interviews, covering candidates’ technical competencies, leadership style and cultural fit. La Fosse managed the entire search campaign from inception through to completion, producing detailed interview and research reports, managing the offer process and ensuring the seamless transition from candidate resignation to start date.

month 1	month 2	month 3	month 4	month 5	month 6	month 7	month 8	month 9
LFA commences work with Merlin	LFA places Global Head of Projects	LFA places Regional CIO (HK)	LFA places Regional CIO (US)	LFA places Head of IT Governance	LFA places Global Programme Manager	LFA places Global Head of Infrastructure	LFA places Information Security Manager	LFA completes search for other hires

Results:

La Fosse successfully delivered this global search campaign ahead of the agreed timescales, allowing Merlin and their technology function to rapidly improve their capabilities and output. Due to the success of this assignment, La Fosse Associates have been appointed by Merlin to be their recruitment partner of choice moving forward.



Testimonial:

“La Fosse Associates have been paramount in the formation of our global IT leadership team over the past 9 months. They have recruited an extremely talented leadership layer, who will help Merlin and our technology division achieve its’ future goals. I have been extremely impressed with the La Fosse process and the service they have provided, and we will continue to partner with them for years to come.”

Mark Allsop, Group CIO, Merlin Entertainments