

Case Study:

Multi-National IT Outsource Organisation requiring new vertical market delivery capability across EMEA

Challenge

After recently winning a major outsourcing deal within an International Financial Services organisation, our client was faced with the challenge of putting in place key senior level resources across the different international territories. ConSol Partners were retained to build out the project leadership in UK and Europe, to enable the service transition programme for their multiple client sites.

Our client's challenge was firstly they required a senior Programme Director to shape the full lifecycle of the programme, someone with an exceptional FS industry background from both an outsourcer and end-user background. They presently had no person of this scale and experience available in the business. In addition, our client required 7 country-based multi-lingual Senior Programme managers with similar specialised industry experience and technical domain knowledge to implement the country specific transition programmes simultaneously.

The challenge was compounded with an aggressive go-live date, as well as working with a highly complex applications, infrastructure and service transformational outsource. It was imperative their client's current systems and business were not impacted by the transition and change.

Solution

We put together a high speed project plan to search for the heavyweight programme director and the international programme managers simultaneously. This project involved individual country search and selection for each role. We also needed to put in place a central Transition Programme Management Office for the duration of the lifecycle until go-live.

Results

1. Identified and secured one of EMEA's top Programme Directors in the FS space within 4 weeks of engagement. This required significant cooperation from our client to streamline their decision making and sign-off process.
2. Identified and secured 7 country programme leads, pre-screened and selected from over 100 high quality senior managers at different levels. All 7 programme managers in place within 8 weeks of engagement.
3. We also created the international PMO to ensure standardised methods and tools across the full International Programme. This PMO was ready and in place for the introduction of the Programme Director and prior to on-boarding the country Programme managers.

Value

Identifying the specialised industry experience within the respective countries allowed the client to ensure cultural integrity across the programme lifecycle, whilst also being able to put in place a new standardised operational structure previously lacking. Having in place a senior leader with the relevant industry background also made stakeholder management much easier as well as avoiding the industry specific pitfalls such as regulatory compliance.

Our simultaneous candidate identification approach ensured the PMO had full involvement at planning stage of the overall programme, had correctly established artefacts in place at the beginning and an already formalised set of controls in place, so that every work-stream was centrally managed and key elements on the critical path were correctly identified and delivered. This allowed for little budget and time slippage and maintained the profitability of the deal originally sold and won by the outsourcer.