

Case Study:

International Law Firm requiring Programme Assurance through a recent merger

Situation

After merging with another smaller international law firm our client faced the challenge of a major programme of business change. They were also faced with the added challenge of selecting the right vendor to deliver the transformation programme which they lacked the resources in-house to complete effectively themselves.

Firstly our client required leadership to engage with suppliers and someone experienced in merger transition and consolidation programmes, for the duration of the assignment. This person was to be responsible for programme planning, supplier selection and management, stakeholder management and the successful lifecycle of the project.

The client also required a working and effective centralised method to control budget, reporting, planning, supplier activity, workflows, etc for the project teams assigned to this programme

Solution

We immediately put in place a highly experienced interim Programme Assurance Director, with the necessary background and experience working in the consulting and outsourcing industry, for the duration of the assignment. This person was responsible for maintaining the client's interests throughout, and ensuring the best deal was negotiated with the suppliers and their solutions were fit for purpose. They ensured that contractual loopholes were closed protecting their side of the contract as fully as possible and demanding successful performance of the suppliers' activities.

We also put together the client's centralised Programme Management Office (PMO) to control the methodology, milestones, budgetary management and reporting for the supplier activities. We also put in place the interim solution of business analysis to document both sets of operating processes of the merging businesses and systems.

Results

1. Programme Assurance Leader in place within 1 week of engagement resulting in supplier management, close Programme Assurance and highly controlled project management boundaries and activities from the outset ensured that the project was successfully delivered to time and budget.
2. By the client maintaining strong management of the delivery process, despite outsourcing a significant portion of the work to service suppliers, they kept close control of delivering successfully against expectations.
3. By also ensuring they conducted thorough business analysis under their own guidance, they ensured that the message of what the businesses did and how they did it was translated effectively into the new operating models and effectively to the suppliers under the guidance of the Programme Assurance Director.

Value

By providing a specialist Programme Assurance leader for our client we allowed them to control their own programme even though they had outsourced the work of delivery. This gave them tighter grip on budget, progress and increased supplier accountability. It also saved them a significant amount of money to have them in place at the negotiation stage of the deal.

Time was saved and transition to the new operating models was smooth as having the interim business analysis team in place allowed both sides of the merging organisation to continue Business As Usual Operations without significant impact on their already maximised resources.