



Change programme and implementation

Exec Summary

Change Delivery Associates

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The Challenge

- The business had had little or no investment in people or technology
- Structure and leadership was old fashioned leading to a blame culture and resistance to developing people
- Previous buyouts had led to asset stripping and there was a negativity towards change and integration
- Directors were isolated from their teams
- Existing legacy systems could not be integrated and go-live had to be “big bang”
- Capability of business teams to manage change
- Restructure and removal of support teams during the programme
- Complex relationships with 3rd party suppliers
- Unionised environment
- Integration timelines from client to client





The Approach

- Develop “as is” and “to be” business process
- Gap analysis for Oracle “out of the box” to existing processes
- Define roles and responsibilities for delivery team
- Recruit business experts to seconded to the project team
- Document and agree contractual requirements with 3rd party suppliers
- Develop and deliver programme plan and rollout strategy
- Ensure technical capability was fit for purpose
- Align programme to Norwich Union initiatives
- Agree project budget and milestones for 3rd party payments
- Agree handover and transfer for support model to Oracle centre of excellence in client to client
- Define and agree “to be” business structure and implementation process
- Key stakeholder management plan
- Develop programme Governance
- Develop fully integrated 2 year project plan for internal resource





The Outcome

- Delivered full transformation programme across all areas of the business
- Managed the transfer of customer service calls from the UK to outsource call centre in India
- Developed and managed programme plan for internal team, on shore and off shore developers, hosting partners and technical delivery team
- Responsible for presenting business case and rollout strategy at board level
- Managed virtual project team of over 80 people, including business leads, 8 project managers, external consultants, off shore development, Oracle on Demand team and shared service resource
- Management team to ensure that the infrastructure and connectivity across the UK and USA delivered to the technical specification
- Responsible for managing change ensuring key deliverables & scope were met & aligned with company's strategy & implementation methodology
- Identified business requirements and developed solutions
- Developed effective internal and external communication plans
- Ensured implementation was on time & met with objectives & agreed business benefits
- Managed all key Stakeholders in addition to handling risk & issue management
- Aligned plan to restructure of business including integration to another client

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