



Transformation programme for 3rd party client

Exec Summary

Change Delivery Associates

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it's all in the delivery



The Challenge

The business managed customer contacts for a large charity, including calls, email, white mail, payments and membership plans. They had implemented a new oracle system four years earlier which had been badly managed and the existing contract was running at a loss due to the staffing levels required to support manual workarounds.

There was a lack of delivery capability in the clients team, which had massively impacted the previous implementation with decision making and governance virtually none existent.

The client had selected two other 3rd party suppliers and was reluctant to develop a fully integrated plan for all involved, despite the inter dependencies and criticality of a combined delivery strategy and milestone plan.

Focus on the cost and profitability model was at board level due to the previous implementation and losses being incurred on the current contract.

The relationship with the client at times was difficult, with a history of challenges and a blame culture that required careful management by the client director and his team.





The Approach

- Develop cost model for delivery of the programme to the client
- Develop and deliver programme costs and benefits for integration to the contact centre
- Manage the development of business process with the contact centre team, the client and other 3rd party supplier
- Develop integrated programme plan with client and other 3rd party suppliers
- Development of benefits model aligned to the clients transformation programme
- Deliver 10 year cost model for outsourcer to support the clients customers
- Recruit business and project managers to enable delivery
- Develop opportunities within the clients transformation programme
- Identification of business owners, roles and responsibilities for handover to business as usual
- Develop programme Governance
- Develop structured change management including business governance process





The Outcome

- Delivered 10 year contract extension for the contact centre to support the clients customers
- Delivered plan and profit model for 2 year programme for the team to lead and deliver business change within the clients implementation programme
- Led project and contact centre teams to ensure seamless integration into BAU
- Developed further opportunities for the team to manage the testing element of the programme
- Responsible for delivering the project scope and plan for the team
- Managed a team of Business Analysts to deliver the requirements for all areas of the business including the contact centre and the end client
- Developed programme plan for all activities, for the internal team, the client and a number of 3rd party suppliers
- Managed all key Stakeholders in addition to handling risk & issue management
- Business benefit and rollout plan completed and handed over to new permanent programme manager
- Project team, roles and responsibilities agreed and in place
- Key Stakeholder Governance in place, with communication plan in and meeting schedules agreed
- Financial trackers (cost and profitability) completed and update process agreed and handed over to permanent programme manager.

