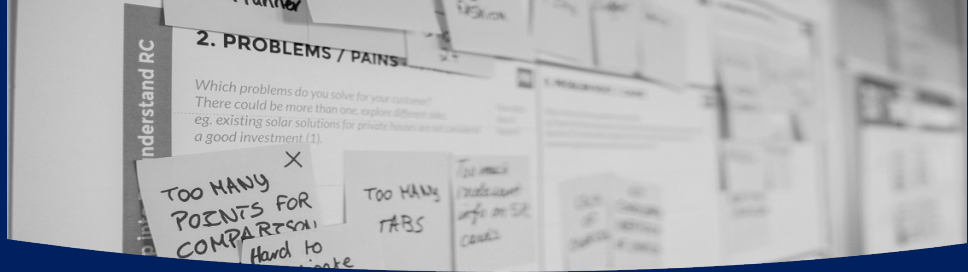




ns interimsolution



## Case Study – Transformation implementation

### The Client

The company had had a significant year on year growth. Growth was managed via projects and the project portfolio comprised 400 delivery projects.

### Challenges

**Project implementation** however was a key issue that was constraining revenue growth and increasing costs. The requirement to improve financial performance, whilst also growing, was therefore placed on the company by its new owners. However, the underlying reasons for delivery project failure was hotly contested. Consequently, the characteristic behavior within the firm became firefighting, with detailed management involvement. This affected both moral and the ability to seek sustainable solutions for ongoing and future project deliveries.

### The Solutions

To overcome these two major challenges, it was essential to separate urgent project delivery needs from long-term project planning. The solution became launch a temporarily Task Force and development of a new Strategic Direction.

### Task Force

This function of the Task Force was of completing late delivery projects. So, these projects could be completed - and to feed their "lessons learnt" into the new Strategic Direction.

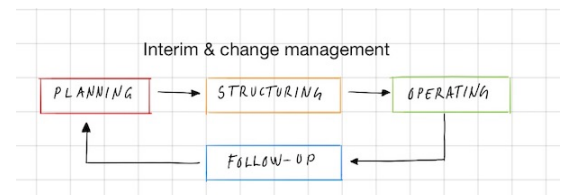
### Strategic Direction

The main organization was directed to focus solely on medium to long term planning and development and implementation of new Strategic Direction. This strategy included improvement areas and building blocks for shaping the organization going forward. These activities were then incorporated in the daily operations by using a Result Oriented Methodology for implementation and follow up. One key element in the Strategic Direction was to establish collaborative ways of working across organizational boundaries and digitalization of operational processes. Empowerment and competence development of the team establish team leaders was vital.

### The Result

**Almost immediately, the organization became more structured** in its ways of operation and the underlying issues began to be tackled in a systematic way. Employees engagement also increased. And the team spirit and employee's motivation improved.

Consequently, the company were able to build and shape future operational capabilities at the same time improving its financial performance. The new owners therefore started to gain trust in the organization's ability to deliver results while restructuring operations.



### Interim Contribution

An experienced interim manager recognized that the organization struggled due to lack of structure and that short- and long-term objectives need to be managed side by side. Hiring more people would not solve the underlying issues. Instead the organization needed structure, an efficient toolbox for solutions that enable improved operational planning and a better working atmosphere for employees.