

GIBBSHYBRID

EMPOWERING THE INTELLIGENT ENTERPRISE

DIVESTING A EUROPEAN BANKING BRANCH FROM ITS PARENT.



- **Sector:** Financial Services
- **Project:** Move 11 departments, 1100 staff, infrastructure, networks and 240 applications comprising of Digital, Treasury, Finance and other key banking services
- **Timescale:** 12 months
- **Project budget:** £50 million
- **Project headcount requirement:** 25 project managers, 6 PMOs, 5 Programme Managers. Additionally, Architects, Business Analysts, testers, developers, infrastructure specialists, operational SMEs.

Our client was undertaking a significant initiative to divest several of its core lines of business in several European countries. An established financial services organisation with over 100 years of operation, our client's services and technology operation had grown organically.

Scope of work:

Divestments, by their nature, have a fixed timescales with commercial penalties for failure to achieve key milestones, such as hive-down and completion of sale. On paper the scope of these kinds of projects is clear – certain parts of the organisation must be ringfenced by a given date, and then fully separated within an agreed milestone. In practice, however, these projects are not quite so simple.

- Organic systems and decades of operational growth invariably means that the complexity of the systems and how they interact are often not documented.
- Operational practices have many "work arounds" to compensate for the system gremlins, often without the IT teams being aware that the systems aren't being used, or with "shadow IT" springing up all over the place.

- The "business of the business" needs to continue as normal, end users can not feel the pain of the change, particularly where financial services are involved. Simply put the show must go on, and SME availability can be limited.

The challenges of complex delivery:

The project was delivered successfully, on time and milestones were all landed within the agreed time-frames. This had to happen, or the City would not respond favourably. However, the nature of this kind of change, requiring ramp up so quickly, with the level of risk uncertainty brings its own unique set of challenges.

- 8 delivery partners were required to provide resource and capability to deliver the change, each with a different method of delivery, each with different terms and conditions to deliver the change and each with different levels of capability.
- The client organisation was required to interview, select, coach, mentor, and govern the teams and at times mediate between the different suppliers. All of this provided the client with an additional level of overhead to manage the project.
- Different suppliers, with different terms and rates meant that some of the commercially sensitive information couldn't be shared between the teams as to do so would provide commercially sensitive data, such as rates, to competitors.
- Each supplier, or contractor, had different methodologies, practices and approaches that were often incompatible or caused friction between the organisations. For example, the production of MI and the associated governance packs would be the staple of one supplier, which would require input from other suppliers who hadn't agreed to this level of reporting.

CASE STUDY

- The nature of the project meant that change was inevitable. New technology or dependencies would be found that would impact each of the suppliers, the terms of the agreements with the suppliers would mean a complex and challenging process to determine the impact of these changes and the associated costs and paperwork would inevitably cause challenge to the client to manage, process and land in a timely fashion.
- Finally, at the end of the project, notice periods for contract closure were enforced, meaning that the client was unable to ramp down key resources quickly carrying the commercial burden of a large volume of resource for a longer period than was required.
- In short, the complexity of the change meant that our client carried a large amount of risk to support this challenge with the suppliers often working to T&M contracts with little share of the risk to delivery.

How did Gibbs Hybrid and Project Management as a Service help?

Gibbs was involved in the project from the start with our Head of Programme Services, Gavin Stead, directing a core IT workstream within the project supported by our brought our Project Management and Solution Architects.

This experience helped to form the Project Management as a Service offering we see today.

- First, we offered a flexible service. Our team were available and on site within days of the request being issued and we were able to scale the request down within days of the request being received to close the project. This saved our clients time and expense.
- Our rates were competitive – we provided high-quality resource at a fraction of the cost.
- Each of our associates were Gibbs Certified. This meant that they delivered in a consistent way which was tailored to suit the needs of the project.



Gibbs Hybrid offers a single source integrated solution with programme consultancy, talent, technology and outsourcing initiatives that drive customer success.

We have three lines of business – total talent management, programme technology solutions and outsourcing. While they can stand alone as best-of-breed offerings, they create real synergy when integrated with each other, creating hybrid, 360-degree solutions. Offering this flexibility allows clients to engage with a single preferred partner for multiple services - using differing and flexible models to do so, based on their requirements.

Following the closure of the project, we worked with the client to determine lessons learned for future engagements. PMaaS now provides clients with the ability to:

- Determine a minimum service utilisation rate and scale up or down within days of identifying a need to change.
- Our clients can reduce their commercial exposure by only using the resource they need, without the lead times typically associated with on-boarding and exiting from a project.
- Our service is SLA and KPI driven. Our clients don't have the overhead associated with change control – the service charges are known, reduce with volume and we take the risk of ensuring that the right people are available when required.
- We act as an independent assurance for the client. Clients now don't need to have multiple suppliers with different ways of working to manage their transformation. We provide an independent team to run projects with multiple vendors acting as an extension of clients leadership.
- We provide a consistent approach that produces meaningful MI using automated tools and applications, offering our clients a consistent, transparent, independent view of the true position of their projects.

For more on PMaaS, visit bit.ly/PMAAS

STATISTICS

25 Project Managers

6 PMO

5 Programme Managers

1100 people from 11 departments affected

Twelve month project with a budget of £50 million

Based in London, we have offices in Manchester, Ireland, Poland, Luxembourg and USA. We are proud of our status as an Ethnic Minority- and Woman Owned- Business.