

White Papers

How successful Programme Management can enable Business Transformation?



Abstract

Any transformation journey to achieve its goal with flying colors has impact on business costs and is dependent on its risk appetite, speed to market and overall approach for delivery. In this competitive environment, today's leaders are pressurized to cut costs, tighten controls, improve performance and capture large market share while taking the challenges head-on and introducing more innovative thoughts to achieve the outstanding results to march ahead of the race.

How successful programme management can enable effective business transformation and achieve business outcome within budgetary constraints depends on using key drivers like *"work as one team (Supplier & Customer) with partnership approach in all relationship level initiatives plus seamless collaboration and effective communication"*.

The current scenarios were using external driving factors like regulatory opportunity to

- capture more than 50% of market share
- enhance capacity of legacy applications to cope with projected new business volume
- realize more than GBP 700K benefits in IT and operational efficiency and
- achieve 200% increase in APE post implementation

This was big stepping stone for the business transformation journey across the board at enterprise level.

Introduction

In any industry today, most delivery models are trying to incorporate intensive processes, hoping to be able to maximize benefits. By doing so, they fail to concentrate on basic principles such as working together as a team, building relationship and trust with Customer and trying to improve the collaboration within/outside the team to address the current and emerging business needs. Tailoring the delivery model by applying standardization, business and delivery team centric approach and appropriate amount of innovation, we are sure to deliver dramatic improvements in the ability to execute and deliver the results.

"Working together as One team" delivery approach is one of the best suited examples to demonstrate such improvements. One team that is highly collaborative disciplined and having a quality focused approach to achieve the desired outcomes - potentially producing shippable working software at regular intervals for review and course correction. This approach is becoming widespread because it works well – organizations are finding that this leads to increased confidence, higher success rates/quality, greater levels of stakeholder satisfaction, better return on investment (ROI), and reduced time to market for the deliveries.

The goal of this paper is to share experiences in our application of the above delivery approach to a Programme, which involved the scaling of a legacy application, enabling us to deliver the desired outcome through realization of synergies within the teams involved.

Approach

For any organization, Business transformation journey is a phased approach. Partnership adoption is a combination of adopting basic principles and using available enabling services to get the optimal results through partnership approach at all relationship level initiatives. A typical adoption approach is depicted in figure 1.

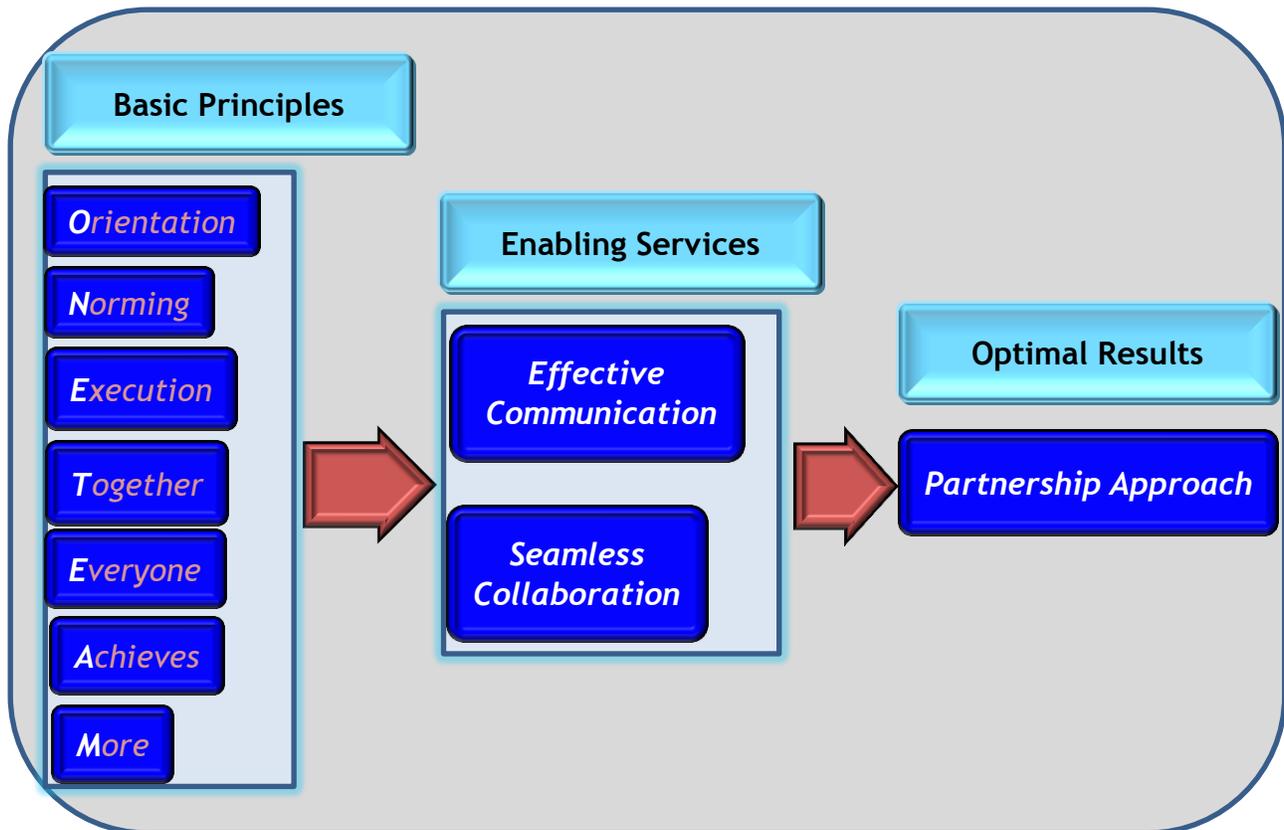


Figure 1: Approach

- (O)rientation: Providing guidance and direction to achieve goal orientation will play a key role in align everyone in the same direction and to promote ONE TEAM behavior.
- (N)orming: Identifying suitable resource, team composition and task assignment to ensure that everyone involved knows and understands the basic principles through which organizations can achieve maximum enterprise level outcomes.
- (E)xecution: Setting the right expectations and building the required skills is an important aspect for succeeding with this approach at an enterprise level. Use proper analogy, illustrations and element of innovation.
- (T)ogether: We always say we work together on the project. Every successful individual knows his or her achievement on a team working together. As goes the saying 'many drops form an ocean'. It is very critical for effective communication and collaboration.

- (E)veryone: 'One team' approach institutionalization is not a goal, it's a journey. Team from Customer and Supplier are built into the team irrespective of the diversities involved.
- (A)chieves: Obstacles are those frightful things you see when you take your eyes off your goal. So promoting one team approach and continuous focus to achieve the outcome is extremely important.
- (M)ore: more, more and more. Ensure that everybody, right from the senior management of the company to the developer knows and understands all about the new methodology and have their expectations set to achieve and drive through the anticipated benefits.

Using above basic principles and enabling services that offer effective communication and seamless collaboration by achieving partnership approach, following points are the key elements:

- Building consensus of a common vision, and communicating it across all stakeholders
- Structuring and mobilizing the right work streams to deliver lasting business change
- Gaining buy-in and commitment of all stakeholders
- Marshalling proper resources to engender a can-do culture
- Aligning people, process and technology challenges
- Ensuring a coordinated and controlled change program
- Driving anticipated benefits post-implementation
- Promote partnership approach at all relationship level initiatives

Staying Relevant

The Staying Relevant to all stakeholders is a contextual framework for effective adoption to understand the big picture and tailored practices to meet the unique challenges faced by a system delivery team of any size. **Figure 2** Staying relevant to all stakeholders represented by single view:

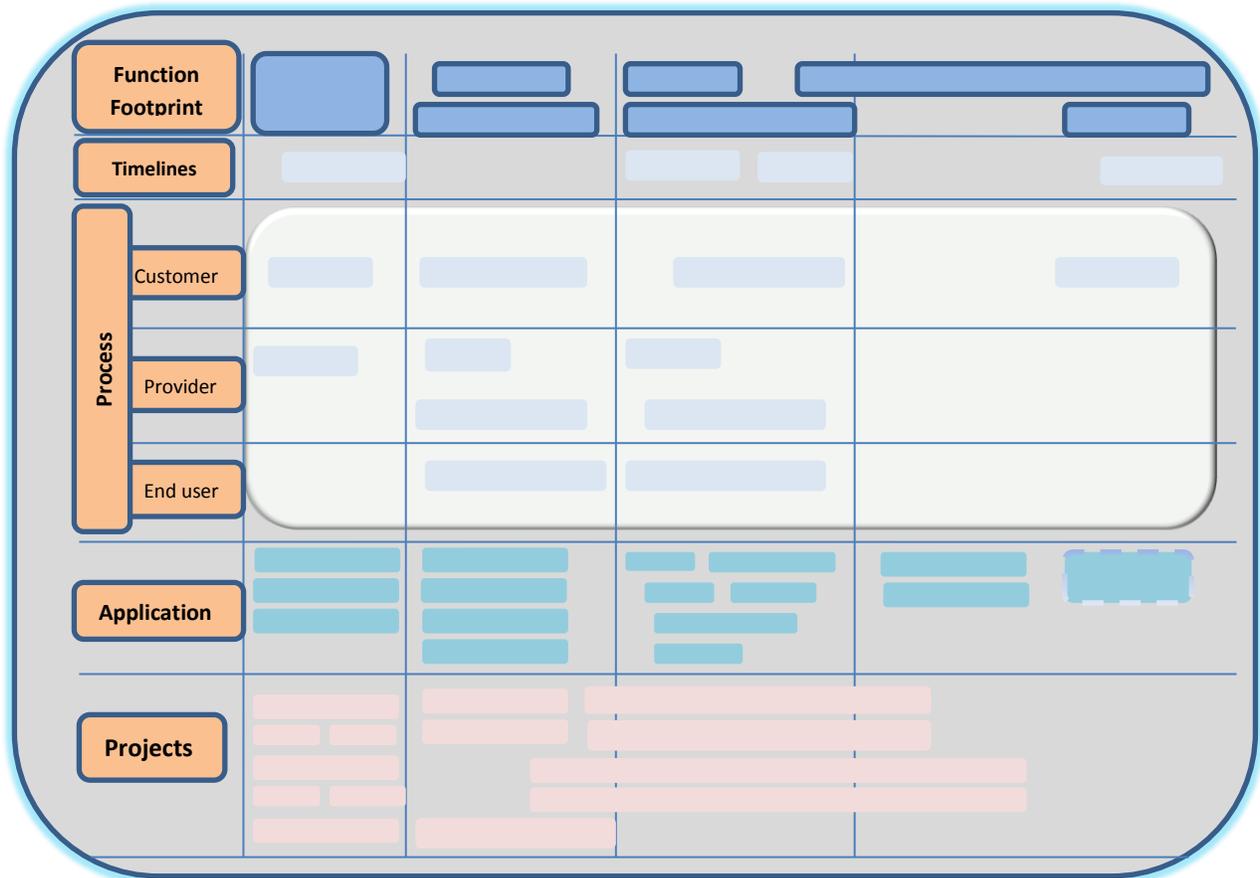


Figure: 2 staying relevant to all stakeholders represented by single view

- Function footprint – This focuses on a portion of overall functional lifecycle of the Programme in relation to the timelines, process, application and Projects. This will also reflect the business domain and understand the big picture and final business outcome expected.
- Timelines – To highlight the key timelines based on the business requirement and reflects activities, timescales that need to be carried out.
- Process – Here in this case process are categorized in Customer, Provider and End User. Overall business process and its high-level flow would be captured.
- Application – This will showcase all the applications that needs to be built or needs to undergo enhancements.
- Projects – List of projects cut across all the applications, how it will have dependency with other elements across the board.

Implementation

This implementation model is relatively straightforward and very effective. This is revolving around two key areas Business strategy and solution. **Figure 3** illustrates the entire implementation model in detail.

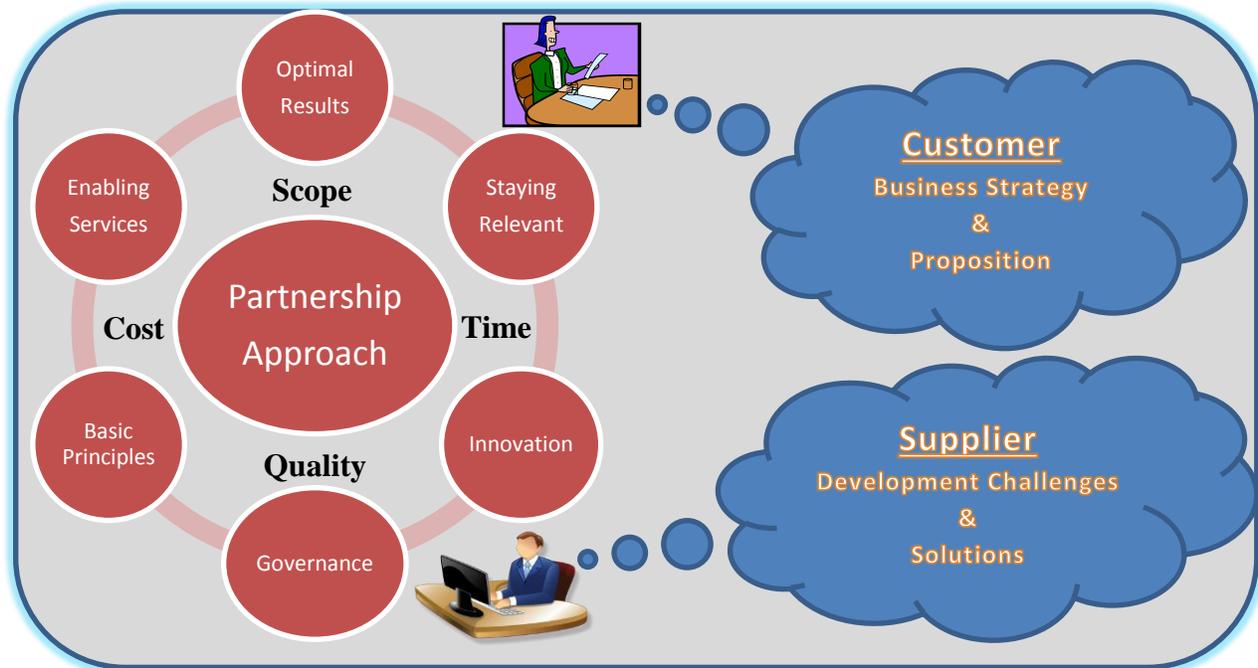


Figure: 3 Implementation Model

The implementation model factors are:

- Basic Principles – Ensure that everyone understands the basic principles and promote one team approach highlighted earlier in approach section.
- Enabling Services - Effective communication and seamless collaboration becomes key factors
- Optimal Results – Ensure to get the right results
- Staying Relevant- Understand the big picture and individuals accountability and contribution
- Innovation – Continuously innovate adopt and evolve with customer wants and needs in order to stay relevant
- Governance – One of the very important element in delivery model

Partnership Approach – Along with above key parameters and elements of Cost, Quality, Time and Scope also influencing factors of the partnership approach.

Key Learning's

Based on the successful implementation of the approach and adoption model, here are the key learning's:

- Goal is to improve on Customer Supplier relation. Do not let go the existing traditional methodology best practices merely to adopt this. Blend best practices with this principles
- Take Small Steps. Adopt partnership approach on one or more medium-risk pilot project(s) to gain both organizational experience and to build trust within organization. It's important to expect to run into a few problems because pilot projects never go perfectly.
- Top-down Approach. Partnership approach is an organization cultural change. Thus any such adoptions should have senior management commitment and support and should be accepted first by the senior management and then only the team
- Knowledge Management. Ensure that all stakeholders are aware of the change through trainings and understand the benefits and their roles.
- Align to organization and business goals. Determine the return on investment and align the adoption benefits to business need and organization goals

Summary and Conclusion

Partnership approach is neither a rocket science nor a fairy tale magic stick to bring improvements on its own. Any partnership approach adoption process needs senior management commitment and direction. It can be done is phased approach by ensuring the organization or projects best practices are continued. This structured approach was adopted and implemented successfully in one of the big scale programme and achieve following benefits:

- capture more than 50% of market share
- enhance capacity of legacy applications to cope with projected new business volume
- realize more than GBP 700K benefits in IT and operational efficiency and
- achieve 200% increase in APE post implementation

About the Author

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Ramesh Ganiga has more than 15 years of IT experience and is a Certified Prince 2 Practitioner and has Certificate in Insurance Domain knowledge e.g, Financial Planning Certificate (FPC) from Chartered Insurance Institute (CII) UK and ISEB Testing Certification. Currently the Programme Manager for one of the leading Insurance Relationships.

He has specialist skills in Programme Management, Portfolio Management, and Test Programme Management. Also experienced in consulting role in the area of Testing and Release Management for the large programmes like Data Center Migration.

Education qualifications include Bachelor of Engineering, he is constantly looking at opportunities to learn and adopt emerging trends. He is passionate about people management and Champion for the Corporate Social Responsibility activities within the account. Interesting fact is that he is trained 'Yakshgana' specialist who has performed at various cultural events.

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