

White Label Project Management

Wired transitions a system support model

What was the scope?

A leading telecommunications company made a strategic decision to transition their support model for a PABX Alarm Monitoring system. The client chose to outsource certain support components and utilise a mix of internal and third party resources. The support structure required management of the hardware, operating system, database administration, call logging, network, applications support and projects. The project required engagement with external vendors combined with an internal restructure, making it a challenging change management opportunity.

This transition would have an impact on company culture and many customers including 30 major blue chip managed service clients who use the system 24/7 to monitor and secure telecommunications systems.

Wired were engaged to project manage the transition of all components of the model including overseeing the vendors' project management resources and running an internal change management program.

What was the challenge?

Managing Contractual Risk Outsourcing some of the support to external vendors involved inherent risk that required careful management. Wired strictly managed the process for finalising the Statement of Work and the contract negotiations with internal and external stakeholders. An effective working relationship was established with the vendors based on clear, concise and legally binding agreements which mitigated this risk.

Retaining Control of IP Wired managed a complex staff training program that enabled the company to retain control of the IP generated by the change. The program included not only the training content and schedules but also all necessary training documentation. This major project deliverable ensured that all knowledge of the support processes were embedded in the business ensuring that the superior support service offering to clients was sustained.

Change Impact on People & Culture New staff were employed and it was necessary for the methods of working between the various business teams needed to change. The Wired PM was able to influence conflicting stakeholders through expert interpersonal skills, a competent communication plan and the ensuring team participation. This strategy overcame any apprehensiveness and resistance to change.

How did Wired add value to the client?

Project Management The project was initially experiencing difficulties progressing without suitable PM and Change Management skills. Once appointed, the Wired PM was able to quickly organise, implement and control the project through development of a project plan, facilitation of workshops and application of skills to the project to an effective and timely completion.

Risk & Issues Control The Wired PM was able to analyse, diagnose and interpret the complexities that were previously not completely understood by the business. The project plan contained risk mitigation strategies and a detailed outline of all issues required to tackle with owners, including dates and tasks.

Team Building Due to the long history of the project, the cultural and people changes that were necessary, there were initial difficulties in building a cohesive team in the new structure. Once the Wired PM had established the team and allocated responsibilities, the group moved forward quickly and completed all project tasks in an environment of openness and trust.

Maintenance of Service Levels The transition was smooth and had no adverse effects on any of its Customers Service Level Agreements and hence had a positive impact on the company's financial, technical and strategic objectives.