Introduction

We are a leading, independent consulting business specialising in change.

- We are change experts; we make the complex simple
- We have extensive global experience in multiple sectors
- Our change services are designed to deliver your most critical change and keep you in control
- We were formed in 1998 and remain independent
- We typically work with c.20 customers at any one time; and deploy teams ranging from 2 to 10+ consultants
- Our consulting team has a min. of 10 years experience
- Our work is assured by our team of Consulting Directors
- We are recognised in the market; as a leading consultancy; a great place to work; and for our international growth
- We build long-lasting partnerships, based on trust.

"Project One is one of the best, if not the best consultancy, I've worked with in all my years. You moved my team on massively. Your rigour, thoroughness and people skills are outstanding, and you have done a great job sharing your wisdom and experience. We have built a great relationship and I hope and expect us to work again together soon"

Head of Transformation
Global Telecommunications Company

Who we work with

We work alongside leading private and public sector organisation and help them tackle their most complex change and transformation challenges.

|	
BAE SYSTEMS Hunter Class	**Virgin media** Fibre Expansion
telenet IT & Business Re-Platforming	**Department of Health & Social Care** COVID-19 Response NHS Supply Chain
RBSL Manufacturing Set-Up Change Operating Model	**HSBC** UK Retail Bank Ringfencing
Rolls-Royce Global IT Portfolio Function	**easyJet** IT Transformation Data and Agile

Our core services

We help ambitious organisations to change, thrive and grow.

As specialists in change and transformation, we offer an end-to-end service, working alongside you at every stage of your journey:

- Shaping Change: translating strategic ambitions into clear change plans

- Delivering Change: ensuring change remains on track, delivering the required business outcomes

- Enabling Change: improving your own organisation's change capability

- Digital Change: delivering the foundations that will drive your digital strategy.

Our End-to-End Change Services
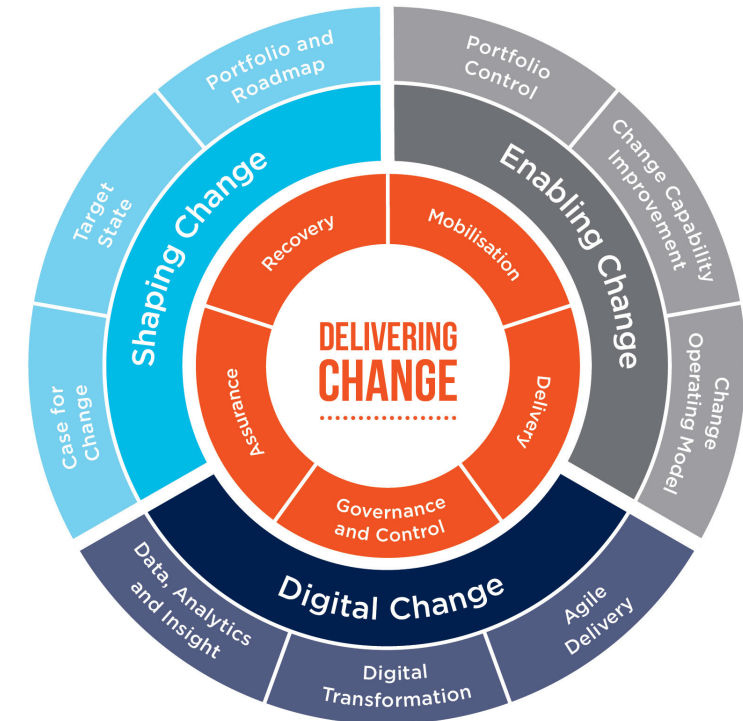
We have been delivering complex change for over 20 years.

Why Project One?

Project One's unique experience and approach will help tackle your key challenges:

Change expertise	**Genuine independence**	**Bespoke solutions**	**Thought leadership**
Expert planning and governance of change	Confidence and experience to challenge	Tailor the approach to your situation	Call on a huge depth of experience
Rapid delivery	**Quick win focus**	**Collaborative assurance**	**Capability uplift**
Drive at pace towards the business outcome	Identify and deliver 'no regret' changes	Work at your side leading by example	Bring your team along the journey

PROJECT one

Confidential

PROJECT ONE | Business Architecture services

Business architecture

Business architecture is defined by a target operating model, organisation capability definition and organisation design

Where are we going?

- A target operating model (TOM) is required to deliver your ambition. In other words, what does your business look and feel like at the end of this journey? How does the strategy translate into a working business model?

How do we get there?

- What does the journey look like? How we manage the steps to this and phase in new business capabilities. So, what does your business look like at each key transitioning phase? This will be informed by, relationships, dependencies and deliverables across the implementation

What are the building blocks?

- How each individual workstream and project contributes to that 'end-state' TOM and how they fit together

In summary

What should a TOM include?

- Impacts on the people across the organisation

- Processes required to deliver outcomes

- Technology required to support processes

- Culture required to create the right environment

PROJECT one

Business architecture

Business architecture is importance because it provide a clear end state target to guide change implementation

To support successful delivery we need to have a clear view of the 'end-state' target operating model and the key transition states as we choreograph the steps to get there along your journey.

- We translate the strategy into a picture of how you will operate, bringing to life what your business will look like from a customer and colleague perspective

- We align your projects to this vision to help you ratify scope, unify design decisions and prioritise delivery choices

- You understand the collective customer and colleague impacts at each transition state so we can actively manage the changes to the customer experience and the organisation's transformation journey

In summary

Our approach is based on a set of key principles for business change:

- Rationale for change – the vision, desired outcome and current pain points

- How things work - operating principles, capability map and service blueprint

- Detailed operating model – processes, roles, organisation, technology, platforms and culture

How we approach a TOM implementation

Design

Execution

SME design support

- Clear repeatable processes with frameworks and tools
- Ability to manage high complexity and "join the dots"
- Ability to analyse data and assess capability of business
- Capability to innovate new approaches, designs and thinking

Clear design architecture

- Architecture and design is clear with defined principles
- Investment required and savings opportunities clear
- Phases or stages are clearly defined and aligned with goal
- Functions engaged both appropriately and proactively

Aligned leadership

- Both vision and ambition are clear and communicated
- Expected outcomes are clearly articulated and agreed
- Collective executive commitment to the overall design
- Clear accountabilities for every component of the model

Blended team

- Proven practitioners able to engage with stakeholders
- Functional knowledge to base the design in operational reality
- Representative of the wider business and its challenges
- Access to finance, HR, IT and legal SMEs when required

PROJECT one

Our business architecture services

1

Design principles

Defining a set of underpinning design principles for the future organisation.

2

Target operating model

Developing a target operating model for the future organisation and interim states to support transition.

3

Organisational capability definition

Articulating the business and organisational capabilities that will be required in the future organisation.

4

Organisation design

Defining organisation structures, reporting lines and role definition to ensure clear accountabilities.

5

Gap analysis

Conducting a gap analysis between the current operating model and organisation design and future ones.

6

Cultural alignment

Assessing and defining the alignment between the end-state organisation and the stated values and behaviours.

PROJECT one

Confidential

Extensive TOM experience

Trading recovery

Defined target operating model to address trading challenges and built enabling change portfolio:

- Established executive alignment on key drivers and opportunities
- Developed compelling target end-state vision for the organisation
- Developed a portfolio of programmes to deliver the strategy
- Built governance to support cross organisational change management

Moving from strategy to operating model

Defined target operating model and change portfolio, aligned to newly defined strategy:

- Established clarity on shared vision, values and strategies
- Confirmed and assigned organisational objectives
- Reviewed current capabilities and identified gaps and issues
- Established aligned activity plan and change portfolio

Aligning operation to agreed goal

Defined detailed operating model to align front line operation to agreed customer experience goal:

- Led development of the high-level operating model design
- Established stakeholder alignment and high-level business case
- Led detailed design and mobilised implementation activities
- Oversaw governance to ensure continual alignment

PROJECT ONE

Supporting Government and the Public Sector

The current context

Government departments are facing new and increasing challenges

These include:

- Growing scrutiny on business cases and an increasing demand to demonstrate value for money from major change programmes

- Rising expectations on the quality of services being delivered to the public and other stakeholders

- Demonstrating a clear strategy and leadership on data usage, security and retention, balanced with leveraging the value of the rich data held across departments

- Delivering efficiency and effectiveness through automation, digital services and management of outsources services

- Implementing new processes and systems at an ever increasing pace of change

All of this places significant pressure on the continued delivery of vital change and transformation plans across Government and the wider Public Sector.

There is a need to deal with this by:

- Ensuring departments can cope with a level of ongoing change; especially critical in business continuity situations

- Identifying the impact of the current situation on change programmes and the operational and functional within departments

- Making hard decisions on which change plans to stop, which to pause and which to continue

- Driving on-going change and transformation

PROJECT one

Our perspective

Providing experienced, calm leadership to help you drive change

In our experience we have seen many organisations struggle with complex change and transformations. There are several common challenges:

- **Be ready for change** – Identify early the support you need to ensure your organisation is set up to succeed

- **Understand the leadership you need** – Bring in key people who know what works and what does not

- **Focus on the outcome, not the process** – Tailor the correct approach to deliver the outcomes the organisation needs

- **Exploit your core capabilities** – Understand where you have strength in depth, and where you need support

- **Embed full ownership** – Ensure full involvement across the organisation, senior business alignment and understanding

- **Leverage Private Sector experience** – Take the best current learning, thinking and practices from the private sector and apply it appropriately to Public Sector challenges

Our Project One team can help:

- Experienced consultants, used to dealing with difficult, stressful situations, with lots of ambiguity

- Used to working remotely, orchestrating virtual teams working in different (often global) locations

- Trusted to step in at a senior level

- Easy to engage and can be mobilised quickly to support you for as long as you require

- Development of robust business cases with the necessary HM Treasury Green Book submissions

Examples of our public sector experience

Crisis Test and Trace

Crisis supply chain

Central Government Department

In response to the COVID-19 pandemic, Project One are supporting the national Test and Trace Programme:

- Supporting the establishment of the programme workstreams; Test, Trace, Contain and Enable.
- Supporting the establishment of the Command Centre.
- Supporting the establishment of the programmatic ways of working in the Programme Management Centre

Implementation body of Government

In response to the COVID-19 pandemic, Project One are supporting this organisation in:

- Pragmatically scaling up the distribution of Personal Protection Equipment and the components that make up Intensive Care beds across England and Wales
- Ensuring disparate suppliers across the country are aligned
- Maintaining delivery urgency, pace and resolving hot-issues

PROJECT one

Confidential

Examples of our public sector experience, continued

Organisational landscape review

Data programme review

Arm's length body Nuclear industry

Commissioned via the Nuclear Skills Strategy Group (NSSG) to undertake a review of the organisational landscape:

- Conducting series of 20+ strategic interviews with organisations and employer companies
- Undertaking analysis and mapping against the delivery of the Nuclear Skills Strategic Plan
- Developing findings and recommendations for improvement

Regulator Aviation industry

Led the review of the Big Data Programme – maximising the use of digital intelligence to enhance their insight for Better Risk Regulation

- The review compared progress with five common causes of failure for this type of programme
- The outcome of the review was 23 recommendations – nine were critical to action in the short term

PROJECT one

Confidential

External recognition

Special recognition for:

Digital Transformation, Organisation and Change

Defence, Energy and environment, Public Sector, Retail, Pharma, FS and Media

Voted by our customers and peers.

Committed to climate change:

Signed up to the **UN Race to Zero campaign** and UK Government sponsored **SME Climate Hub.**

Ranking in 3rd place:

Fastest International Growth

Independent comparison of 200 mid-market organisations.

Recognised as a:

A UK Best Workplace

Centre of Excellence in Wellbeing

Independent accreditation via an anonymous employee survey.

PROJECT ONE

Confidential