

PROJECT one

Change Experts

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

"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.

The logo for BAE SYSTEMS, featuring the company name in white capital letters on a red rectangular background.

Hunter Class



Fibre Expansion



IT & Business
Re-Platforming



Department
of Health &
Social Care

COVID-19 Response
NHS Supply Chain



Manufacturing Set-Up
Change Operating Model



UK Retail Bank
Ringfencing



Rolls-Royce

Global IT
Portfolio Function

easyJet

IT Transformation
Data and Agile

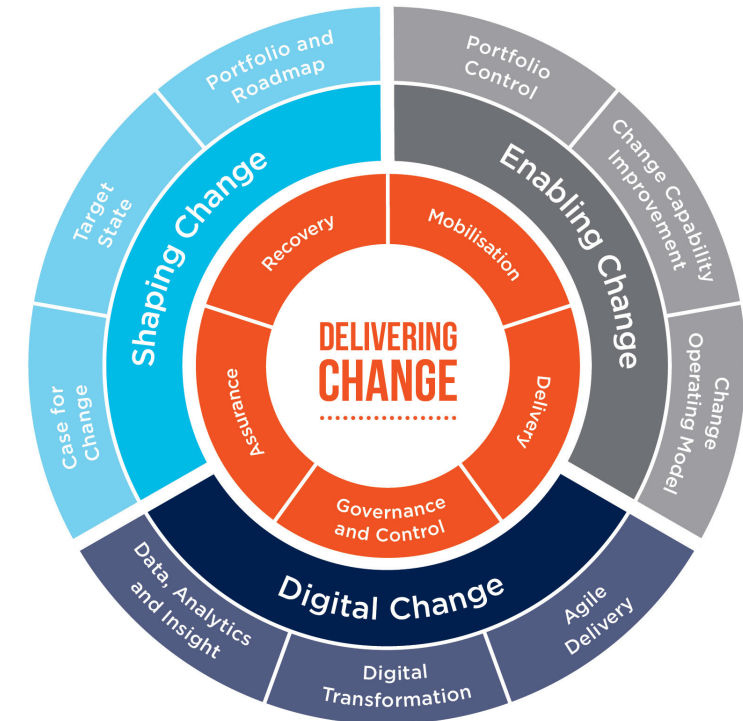
Our core services

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

Expert planning and governance of change



Genuine independence

Confidence and experience to challenge



Bespoke solutions

Tailor the approach to your situation



Thought leadership

Call on a huge depth of experience



Rapid delivery

Drive at pace towards the business outcome



Quick win focus

Identify and deliver 'no regret' changes



Collaborative assurance

Work at your side leading by example



Capability uplift

Bring your team along the journey

PROJECT one

Shaping Change services

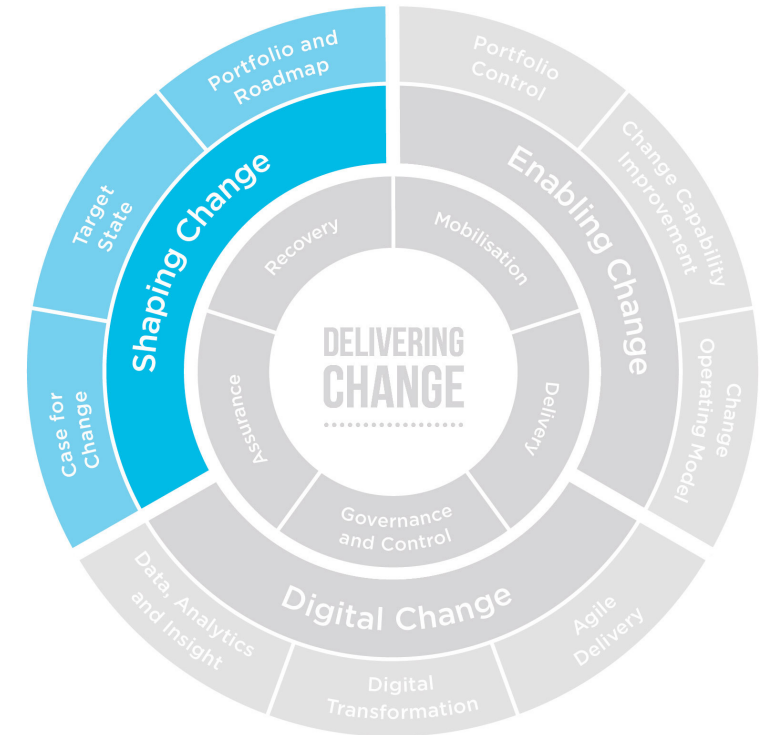
Shaping Change

When do you need it?

- You have a strategy, but need support to shape a realistic change journey that will provide the right outcomes
- You need support to transition to your target operating model and bring the organisation on the journey with you

The value to your business

- Turns strategic direction into implementable programmes
- Establishes a clear roadmap, budget and plan for delivery
- Provides a solid foundation for success from the start
- Enables benefits to be articulated across the organisation



Our shaping change services are designed to help you translate strategic ambitions into clear change plans.

Build a case for change

You need to have a compelling reason to change.

Create the urgency and build a coalition to deliver.

- Outline the opportunities that can be taken advantage of
- Describe the issues that will be addressed
- Define the benefits that will be delivered
- Establish the key indicators to measure
- Engage stakeholders to get them on board
- Communicate the 'why' across the organisation.



If you don't build a case for change:

- Issues and opportunities will be missed
- Business benefits will not be understood
- Investment decisions will be difficult to justify
- Stakeholder buy-in will not be gained
- Employee understanding will not be achieved.

Case for change overview

Our change experience helps you to describe why the change is needed and the benefits that will be delivered.



Avoid the trap of saying 'we just have to change'.

We help our customers to define the compelling reasons why change is needed to:

- Ensure there is a clear rationale to engage the organisation with
- Provide clarity on the benefits that the business can expect
- Support investment decisions that need to be made
- Enable progress to be clearly tracked through delivery.

We will bring experience to address all the key elements of building a case for change.

Opportunity & issue definition

Articulating the business opportunities which the change will take advantage of and the organisational issues that the change addresses.

Change drivers

Defining the key internal and external drivers for change within your organisation e.g. cost reduction, M&A and mapping these against the business strategy.

Benefits definition

Defining the key business benefits that will be delivered by the change, including both tangible and intangible benefits.

KPI definition

Defining the key performance indicators associated with the change to measure success throughout delivery.

Business case

Documenting the overall business case for the change to secure approval and engage key stakeholders across the business.

Communication

Establishing clear communications regarding what the change is and why it is needed to use with key stakeholders and staff.

Define the target state

You need to know your destination.

Describe the target state for your change journey.

- Confirm a clear vision
- Articulate the business outcomes
- Define the 'target operating model'
- Build a shared understanding of how things will work
- Describe the impact on customers, suppliers and employees
- Create the transition states that will be needed.



If you don't define the target state:

- Required changes will be hard to identify
- Investment decisions will be difficult to justify
- Communication will be more challenging
- Stakeholder buy-in will not be maintained
- Business confidence will diminish.

Target state overview

Our change experience helps you to define the target state for your change.



Don't start to plan before you know where you are heading.

We help our customers to develop a clear view of their destination in order to:

- Ensure they understand their target state
- Provide clarity on the business outcomes that will be delivered
- Define the transition states that they will need to go through
- Support investment decisions that need to be made.

We will bring experience and expertise in helping to define the target end-state for the change.

Vision

Confirming the vision for the change so that it can be communicated effectively and enable stakeholder buy-in.

Business outcome definition

Defining the key business outcomes that will be delivered by the change and aligning these to the agreed business strategy.

Target operating model

Defining how the target end state will work in terms of processes, technology and culture to support the change.

Transition states

Defining the transition phases or stages that will be needed in order to achieve the business outcomes and target state.

Business case

Documenting the overall business case for the change to secure approval and engage key stakeholders across the business.

Communication

Establishing clear communications to describe the target state and the impact on its customers, suppliers and employees.

Develop the portfolio and roadmap

You need a clear focus for your change journey.

Construct the change portfolio and roadmap ahead.

- Capture the existing change demand
- Identify the new programmes that will be required
- Prioritise programmes for delivery and weed out 'pet projects'
- Right-size the portfolio to ensure achievability
- Map out key dependencies to sequence delivery
- Build a change roadmap with key milestones.



If you don't develop the change portfolio and roadmap:

- Priorities will not be aligned to business outcomes
- Change programmes will be ill-defined
- Dependencies will not be understood
- Programmes will not be delivered in a timely manner
- Benefits will not be achieved.

Portfolio and roadmap overview

Our experience can support you in identifying the programmes required and planning out their delivery.



Don't move into delivery before the journey ahead is clear.

We help our customers to identify the programmes they need to deliver and plan their delivery to:

- Ensure they understand the journey ahead
- Enable the change to be viewed and managed holistically
- Allow programmes to be prioritised for benefits delivery
- Confirm the dependencies between the programmes.

We will bring experience to address all the key elements of defining a change portfolio and roadmap.

Change strategy

Defining the strategy to be adopted for the change e.g. big bang, phased delivery, and how business areas will be engaged.

Demand analysis

Undertaking an analysis of all of the existing change demand and identifying new programmes required to deliver the change.

Prioritisation

Conducting a prioritisation of all existing and proposed programmes to identify 'quick wins', critical success factors and 'pet projects'.

Portfolio definition

Defining a right-sized portfolio of change programmes to ensure that it is achievable and aligned to the delivery of targeted benefits.

Dependencies mapping

Identifying and mapping the key internal and external dependencies for the programmes within the change portfolio.

Change roadmap

Defining the change roadmap including duration, high-level plan, key milestones and sequencing of programme activity.

Examples of our experience

Case for change



Business transformation:

- Developed a new and ambitious vision and business plan
- Defined case for change
- Built the business case for investment approval.

Target state



Group strategy implementation:

- Translated Co-Op Group strategy into critical success factors
- Shaped propositions, customer journeys and business architecture
- Developed target operating model
- Defined transformation roadmaps and business change programmes.

Portfolio and roadmap



Wholesale business change:

- Defined the change portfolio to deliver the new strategy for the Wholesale business
- Developed the business transformation roadmap
- Built the integrated delivery plan.

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 outsourced 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

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

Central Government Department

In response to the COVID-19 pandemic, Project One supported 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

Crisis supply chain

Implementation body of Government

In response to the COVID-19 pandemic, Project One supported 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



Examples of our public sector experience, continued

Organisational landscape 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

Data programme review

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



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.