

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

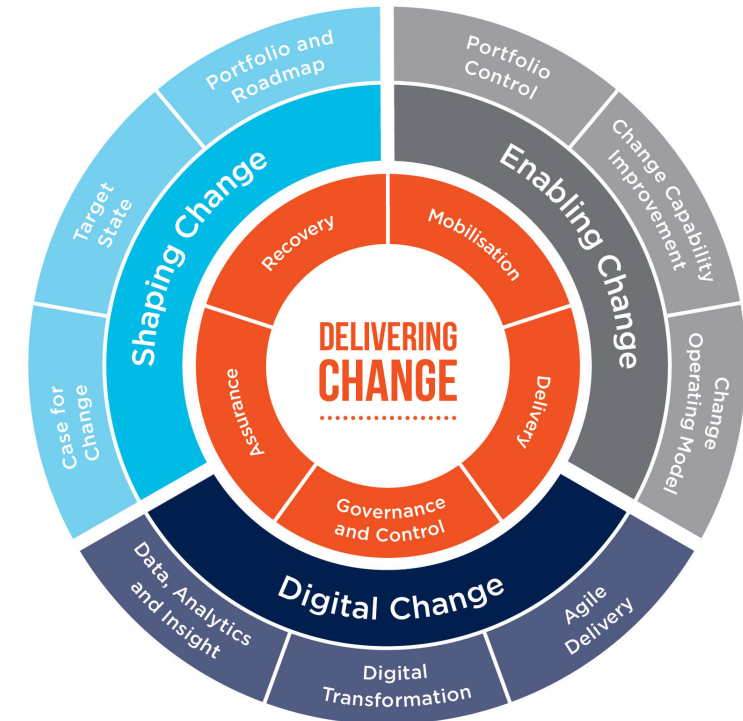
Our core services

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

Business Change services

Business change

Change itself is changing. Whilst many of the principles of effective change management still apply, today's increasingly digital world and the increased use of 'agile' working practices, mean that there are some critical factors that really make the difference in making change stick.

- Immediacy – today's 24/7 digital culture means expectations on the timeliness and regularity of communications has risen
- Transparency – multiple information sources mean people know more than before and drive a need to be as open
- Integrity – a lack of trust in businesses and senior executives means that the personal integrity of change leaders is critical
- Intimacy – increased personalisation means people expect things to be tailored to their individual needs and situation
- Change for today's digital world demands a blend of well-established change practices with a focus on these critical success factors.



Business Change provides a focus on the **business and people elements** of change initiatives to ensure that the process of change is effective and supports implementation.

It is vital for this that change is **led effectively** and that the receiving business is **ready to achieve** the desired outcomes and benefits.

The focus should be on ensuring that people **understand the change** before it is introduced to minimise any productivity dips and drive adoption of new ways of working and benefit realisation.

Common challenges

Many change initiatives fail to deliver their intended benefits and instead end up with significant cost overruns, delivery delays due to re-work, re-design and re-evaluation and impacts on operational performance.

- Whilst each change initiative is different there are a number of common factors that we see as key drivers for this failure.
- A lack of visible Executive alignment and change leadership
- Limited business engagement and involvement in the change
- A technology-led rather than business-led solution
- No real focus on the behavioural change required
- Too much concurrent change within the organisation
- These drivers need to be addressed through a dedicated and 'laser-sharp' focus on business change alongside the more technical aspects of a change initiative.



Our experience over many years means we can bring the necessary rigour and approach to bear:

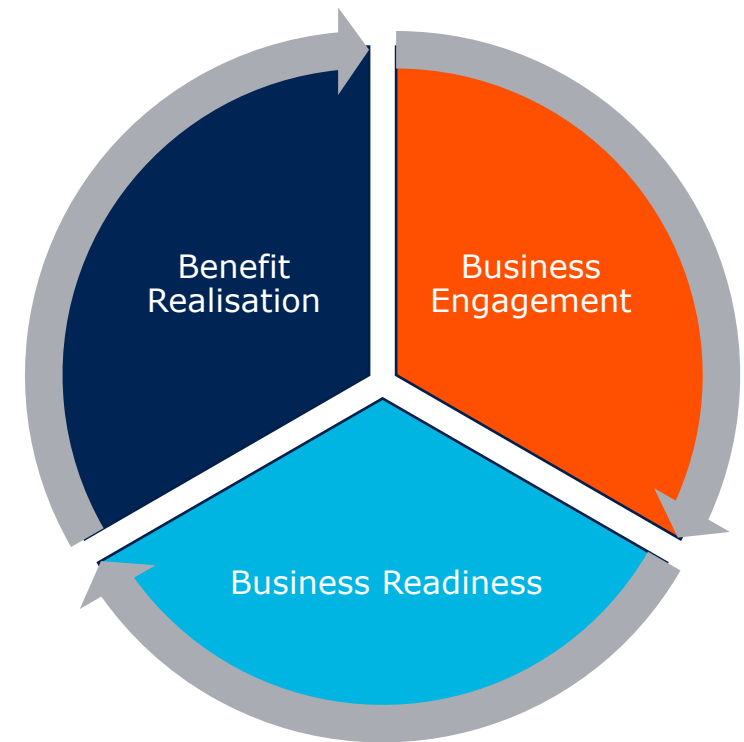
- Applying strong, well-proven, **best practice approaches** to business change
- Aligning business change practices to an '**agile change delivery model**'
- Challenging and coaching **change leaders** on their role in achieving successful change today
- Leading **business change work** on major change initiatives and programmes

Our perspective

In our experience there needs to be a clear focus on **three main areas** to ensure that business change is successfully addressed on any change initiative.

- **Business Readiness** – Delivering the key items to enable the change to be implemented (i.e. new processes, organisation and role changes, training and knowledge, UAT etc)
- **Business Engagement** – Taking the organisation on the journey of why the change is required, making sure people understand it and their role and supporting them through the transition to the new ways of working into BAU and beyond into optimisation
- **Benefits Realisation** – Creating sustained focus and attention on delivering the target outcomes and embedding the change effectively across the enterprise
- The application of rigour and a detailed approach across these areas in our view delivers successful business change.

Business Change Framework



Our business change services

1

Business change strategy & plan

Defining the approach for business change for an initiative and developing a coherent strategy and plan to execute.

2

Change impact and readiness

Conducting assessments of the impact on, and readiness of, stakeholders for change.

3

Change management

Managing the business change workstream on a major change initiative.

4

Communications and engagement

Developing and implementing communication and engagement plans to drive change.

5

Business Sustainability

Ensuring a clear focus on embedding and sustaining change within the business to support benefits realisation.

6

Change capability maturity

Assessing the maturity of business change capability and supporting its development.

Our business change framework

Ensuring the right focus on engagement, readiness and benefits realisation

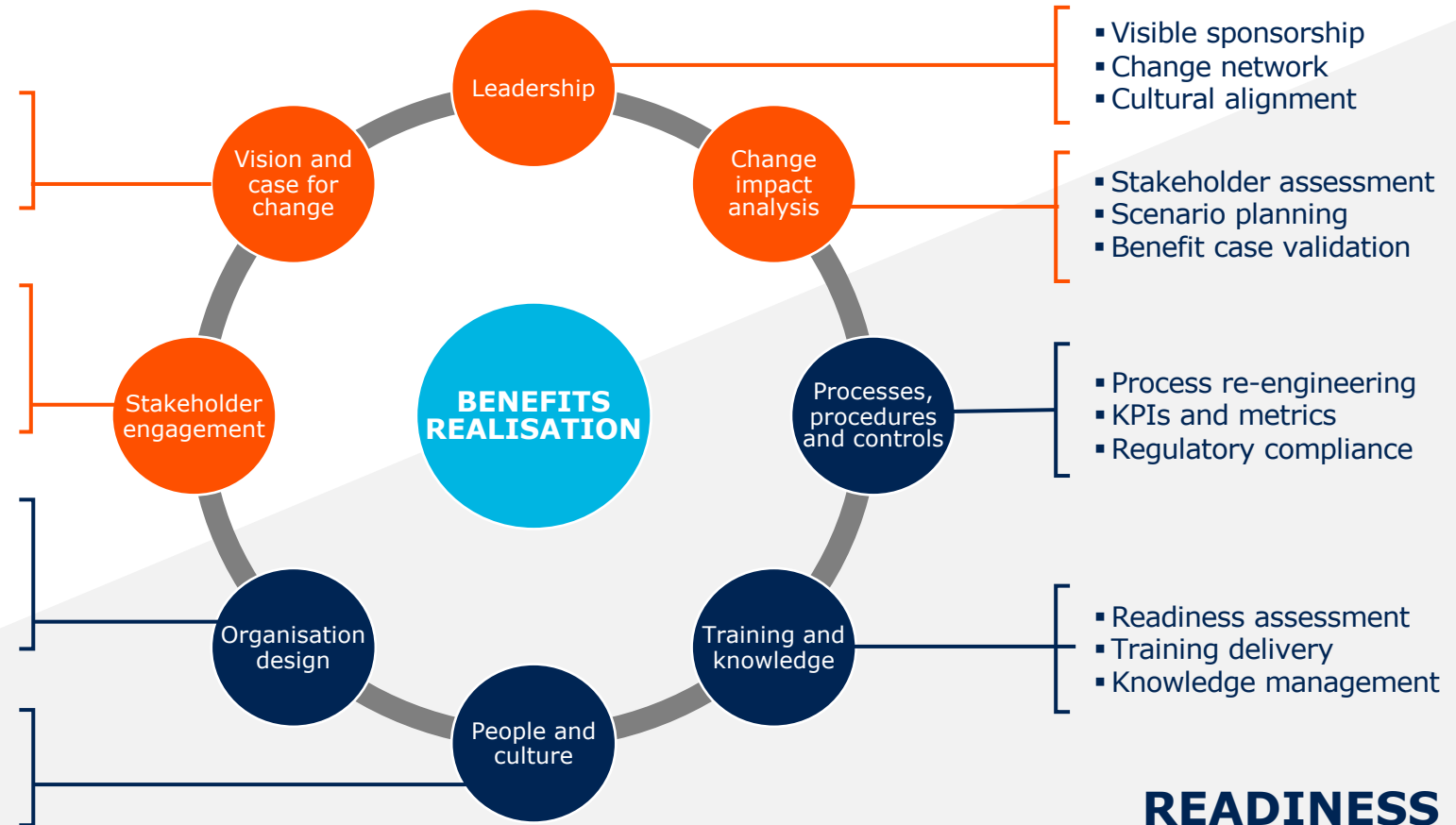
ENGAGEMENT

- Compelling rationale
- Clear outcome and end state
- Coherent Business case

- Stakeholder mapping and analysis
- Engagement planning
- Communications messages and events

- Structures and role definition
- RACI
- Governance

- Capability requirements
- Assessment, selection and recruitment
- Behavioural competencies



READINESS

Examples of our experience

Change readiness



Recovering change readiness on a global ERP programme

- Rapid development of remediation plan
- Implementation of the key initial actions from the plan
- Built an Integrated Change Plan across change teams
- Created revised change team structure and governance model

Change function development



Change function mobilisation for major infrastructure programme

- Designed, mobilised and embedded a change function
- Supported portfolio management and project delivery
- Introduced business readiness and engagement roles

Change management



Leading change management on ERP transformation

- Set up a business change function
- Managed change, communications, training and OD workstreams
- Built effective 'catching' team in the business operating units
- Identified impacts and built operational readiness plans

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 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

Crisis supply chain

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



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.