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POST-MERGER INTEGRATION. UK HOUSING ORGANISATION

Executive Summary and Challenge

Our client, a large UK-based housing organisation recognised it required meticulous integration of its core applications as part of a post-merger migration with another housing organisation.

Due Diligence had been completed and they were half-way through the integration phase. This phase required effective leadership and planning to deliver and land the final set of projects. Delivery of a new Budget & Forecasting application, CRM solution as well as a host of other projects as part of the wider IT portfolio were required. The largest and riskiest of these high-profile projects was a multi-million pound stock transfer to a hard stop deadline.

This organisation, in parallel also needed to define its new IT Strategy, commence Digital Transformation, define a data strategy and ensure successful landing of two new heads of service through a redefined organisation design that is fit for purpose. The organisation recognised they required successful advisory and delivery of all post-merger integration areas to meet their goals.

Approach

The SEE IT Director worked closely with the organisation's senior executive leadership team as well the direct reports. This initial assessment covered a discovery and deep dive phase including people, process and technology with clear recommendations. Following which; a detailed 6-month roadmap for delivery was developed and provided. Implementation of this roadmap was then followed through by leadership, change management, coaching as well as fostering creativity with the teams.

Challenges

Key challenges through the journey included managing resistance to change both from an IT and business perspective, encouraging improved planning, knowledge gaps, running three technical environments, technical performance challenges, complex application stack and a team that needed to work together as one.

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Results

The key projects delivered included the multi-million pound high-risk stock transfer project. This was achieved through detailed planning and close collaboration of the team through the delivery period and ensuring key risks were managed and mitigated. All 12 releases for the CRM solution via an Agile methodology, was delivered over the 6-month period, working closely with both IT and business stakeholders to ensure successful landing of the releases. The IT Strategy and Roadmap for Digital Transformation; which included the data strategy was also developed working with the business to develop key customer journeys. As part of the final phase two new Heads of Service were coached and developed into place, to take the next phase forward.

Testimonial

"I wanted to thank you for your work on the strategy, for your personable style but also steadying the ship through this time" – Executive Director