

# Giving the Team a Lift

One of the South of England's most recognised family owned businesses, this manufacturing company had been forced to change its operating model to address a rapidly changing market place. Having traditionally manufactured its own product lines for many years, the management team decided to make the difficult decision to switch to buying-in a number of products from OEMs. However, executing this change presented the management team with a number of challenges, not least of which was the changing of well established processes without impacting some of its key customers.

## Challenges

The client faced a number of challenges to managing the change associated with transitioning to its new operating model:

- No in-house programme management expertise leading to issues around:
  - Workstream organisation and management
  - Setting and meeting key milestones and deliverables
  - Coordinating communications with new OEM suppliers
- Managing and deploying internal resources to support execution activities whilst balancing loads with business as usual activities
- Managing transitional costs whilst at the same time improving overall financial performance through the new business model

## pmX Proposition and Solution

The client understood that they needed external support to be successful but wanted advice on what that should look like and how it should be deployed. pmX professionals completed a pmX Diagnostic change review to help identify the nature of the capability gap and make recommendations about how the client should organise its change effort.

Our recommendations included:

- Workstream structures, workflows and key milestones
- Key capabilities required to support internal managers and partners

A senior pmX executive was deployed to work with the client to direct project and change management activities throughout the transition.

## Impact

The benefits to the client from working with pmX included:

- The implementation of an appropriate programme management structure to deliver change targets on time with minimal disruption to clients
- Flexible and experienced external support, helping to minimise implementation costs
- Transfer of project management skills and insight to the client's project managers
- Improved operating and financial performance as the new business model was implemented on schedule

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## Contact the pmX Team

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