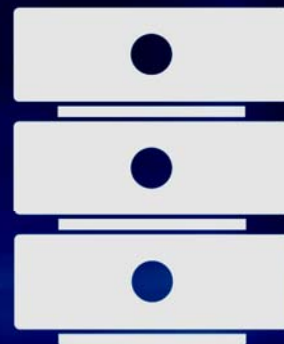


case study

Transforming sales capability: Delivering a 'Green Book' Business Case for Technology- Enabled Change



business case for change

the challenge

The Foreign & Commonwealth Office (FCO) vision is to become a £200m global business by 2020, with increased productivity, enhanced customer satisfaction and improved employee engagement. FCO Services (FCOS) Commercial and Business Development Strategy aimed to build a more commercially focused organisation capable of exploiting new markets and winning new sales in a highly competitive market.

To meet these requirements FCO Services needed a modern CRM systems capability to support sales activities, which include increased revenues, new customer development and improved customer retention.

The Internal IT Programme was charged with delivering a portfolio of software applications. It managed IT portfolio investment through the development of business cases. Business cases aim to: outline the business need, make links back to the business strategy, develop and select from solution options, shape the implementation programme, and fully cost the solution deployment.

The business case project was initially subject to challenging end-date to meet business strategy timescales. Delivery needed to be right first time, achieved by working with multiple stakeholders. FCOS sought an experienced team, with a pragmatic approach to tailor the unwieldy "Green Book" method to FCOS' business context. Importantly for the client, business case recommendations needed to be supported by realistic, costed implementation plans.

the Harmonic impact

Working closely with executive sponsors, business users and finance, Harmonic delivered the following:

- Business Case – for investment in CRM technology, setting out the strategic, economic, management, commercial, financial cases for change in line with Her Majesty's Government Green Book ("5 Cases") methodology
- Delivery to scope and budget – the business case was delivered within the challenging original two-month timescale, and then expanded scope, under change control, at the client's request
- Benefit statement - Harmonic's benefits mapping method provided the much needed link between investment in technology and business outcomes
- Stakeholder management - worked with the newly established CRM working party of business users to validate business requirements and build change momentum.

the outcome

All FCOS' objectives were achieved or exceeded, including:

- A robust business case for £1.5m investment in enabling CRM technology, that was endorsed by the Executive Investment Committee
- An integrated, organisation transformation programme for the Commercial and Sales Function
- A robust set of prioritised business requirements against which candidate technologies were evaluated
- Technology solution compliance with stringent information security framework and policy
- An efficient delivery approach, taking significantly less time than previous business case projects
- All-round, positive feedback from the FCOS leadership and operational team members regarding Harmonic's ability to work with team members and the established governance regime.

"Harmonic delivered over and above their commitments ... often at short notice." Paul Badcock, Portfolio Director - Internal IT.