



CABLE & WIRELESS

Cable & Wireless case study

Delivering progress in a rapidly changing world

QUORTEX



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Quortex helps C&W accelerate time to market and drive business change

In 2003 Cable & Wireless integrated its global and regional divisions to create a group of national telecommunications companies. Looking to strengthen its position in the UK market, the business needed to quickly release a number of key new products and product enhancements.

“They brought clarity of thinking, and a good deal of pragmatism and energy to help us address our issues. It gave us the confidence and discipline to stick to our plans and deliver on a date in the future. The change was evident to all concerned and it created a sustainable approach for the business moving forward.”

Judith Baker,
Head of New Product Introduction,
Cable & Wireless

To drive through this portfolio of new developments, Cable & Wireless first centralised the primary interface between Product Management and the key business functions, such as Networks, IT and Operations, that would be working on the development projects. The newly created Delivery Management team was given responsibility for the delivery of all product developments, from inception to launch, across all areas of the business. The Head of New Product Introduction, Judith Baker was concerned as to whether Cable & Wireless could meet the challenge.

There has to be a better way...

With the pressure mounting, and delivery dates slipping the problems were clear to Quortex MD, Hugh Buckley who had witnessed this scenario before: **“When you’re delivering a large portfolio of projects in parallel, it’s essential that everyone knows what’s expected of them – what they need to do, when and why. This isn’t simply about approach, it’s about clarity, understanding and focus. Without these a business doesn’t have the information on which it can make the right decisions.”**

To help Judith’s team drive the required changes, Hugh brought in Iain Davidson, who has extensive expertise in business process development and change management: “Cable & Wireless wanted to remove the real blockages that were preventing project delivery. It was clear that a piecemeal approach wouldn’t work and that a common framework – bought into by the Product Managers and those working on the developments across the business – would be required.”

Changing behaviour

Iain Davidson began by helping to secure the delivery of a number of critical projects and then creating a framework to gain greater control of all the projects in the pipeline. In addition, a series of workshops helped to identify where the critical bottlenecks were and how to shift them.

But the framework alone was not going to be enough. Iain explains why: "This was not just about writing a process document, it was about creating momentum and confidence across extended virtual teams. With a framework in place, quality and speed of implementation relied on a significant change in the behaviour of all the people involved in the development process."

"There were several issues to address. One was to get the various business functions (IT, Operations, etc.) to regard Product Managers as customers. We needed to shift the conversation from 'we don't have the resource' to 'this is what it will take to meet the market need and these are the impacts'. Once you do that, people can begin to understand the real issues and the real choices."

"When it came to delivery dates we encouraged Product Managers to keep it real, breaking down a project into phases and setting realistic targets."

"In addition, by shifting the emphasis from quantity to quality, the business functions signed up to project deliverables rather than simply to providing a resource to the project for a fixed period of time. Suddenly the Product Managers felt in control and saw Delivery Management as a provider of options. And once they knew the options and the relative costs they could prioritise projects and focus on what they needed to get to market first, confident that these projects would be delivered on time and at the right quality."

Clear-cut results achieved through real change

With greater certainty, clarity and understanding between all parties involved in product development projects, the results were even better than had been hoped.

By combining the new framework with a major shift in mindset, time to market was reduced by more than a third, and there was much greater certainty about what would be delivered and when. Furthermore, with the framework in place additional resources could be brought on board to clear specific resource blockages. And because everyone was working in the same way these resources could be brought up to speed quickly.

For Judith Baker the collaboration between Cable & Wireless and Quortex proved highly successful: "When I first approached Hugh we were struggling to deliver a large portfolio of separate developments without enough structure or discipline. I knew what Quortex had done in the past and I felt certain that they would be able to help me. They brought clarity of thinking, and a good deal of pragmatism and energy to help us address our issues."

"Because we got the front end right with the business requirements clearly articulated and locked down, the level of rework reduced significantly and we were able to deliver simple products to market in four weeks. It also gave us the confidence and discipline to stick to our plans and deliver on a date in the future. The change was evident to all concerned and it created a sustainable approach for the business moving forward."



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To find out more about Quortex go to www.quortex.com.

If you would like to discuss how we can help to increase your certainty of success with challenging integration or business change programmes, please call +44 (0)118 942 8025 or email quortex@quortex.com

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