

Redefining Business Procedures After Rapid Growth

After International growth due to a large-scale merger, a partner's service unit found it required lengthy annual and project-based budget negotiations with stakeholders. Acquis assisted in redefining the business operations for simplicity.

Challenge

After International growth due to a large-scale merger, the organization faced lengthy annual and project-based budget negotiations with its internal customers. The company's growth resulted in a lack of communication across the organization's various global sites and a resistance to change from key locations. In order to ensure that the client organization could place as much focus as possible on its core business function, it was imperative that Acquis:

- Define a new methodology for **customer allocations**.
- Implement a new model for **estimating project efforts and tracking time**.
- Create new **communication vehicles** for reporting information to its customers.

Collaborative Approach

To overcome the internal communication obstacles, the Acquis team worked with the project sponsor to create a project team comprised of key colleagues from each of the global locations. The team was further divided into two work-streams to focus on a new Cost Allocation Methodology and a Project Estimation and Time Tracking approach. Members of the Acquis team led each of these collaborative work-streams. The Acquis team provided:

- A team structure that allowed for increased collaboration across global teams.
- Guidance and expertise defining new methods for performing cost allocations and project estimation based upon best practices.
- Leadership to ensure that the final approaches led to a cohesive new approach to business operations for internal clients.

Drive Change

- Reduced the effort required for the **annual budgeting process** by 30%.
- Development of a new, transparent and simple Excel-based methodology for **allocating customer costs**.
- Elimination of the need for lengthy **cost allocation** negotiations.
- Reduced the effort required to estimate projects from 3-4 months to 2-3 weeks.
- A **web-based tool** was enabled to support a streamlined and more accurate method for **estimating project costs** and **tracking time**.

About Acquis

Acquis is a consulting firm specializing in strategy and implementation. We help ambitious organizations solve business challenges that enable sustainable growth and healthy efficiency. We do this by not just designing strategies but also putting them to work.

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