

Creating new transformation office for a global **footwear manufacturer**



A global footwear manufacturer required a resolute team separate from the IT PMO to keep pace in the industry, market, and in their own business. They were looking for a tech partner who could support them in setting up a transformation office and be ready to meet the growing needs of digital-age customers. HCLTech, one of the world's most trusted technology companies, provided end-to-end support to make the process absolutely hassle-free.



The Challenges:

Lack of know-how on transformation

Although the company had launched a new transformation effort to execute improvements, the lack of experience was not allowing it to achieve optimal outcome. The key challenges they were faced with were:

1

Seasoned PMO or IT individuals being asked to lead business and operational focused initiatives

2

Business team members with little to no experience on full-scale operational transformation, people impact and the workings of a transformation office

The Objective:

Setting up an effective transformation

The client needed support in architecting and setting up a true transformation office, as well as change management capabilities to help navigate the many people impacts along the way. They were also looking to reduce business costs, improve quality of revenue and build focus on sustainable, profitable growth.





The Solution:

End-to-end support and a framework for prioritizing initiatives

HCLTech developed several tools and templates to aid the transformation office team in managing and executing their initiatives, including key project management deliverables. A communication plan, outlining the cadence of interactions with key stakeholders, was created for smooth operations. Along with this, a transformation office playbook was crafted, which served as a reference for how to best run a transformation office, including processes and tools to analyze and report on key initiatives. Several change management workshops were also conducted to educate the team on change management methodologies to better address the near and short-term people impact of their initiatives. Additionally, the change management plan was reviewed for the first major project being executed and a template put in place for evaluating and prioritizing initiatives in the future.

The Impact:

Great productivity. Greater cost savings.

With HCLTech's assistance, the client successfully launched its new transformation office. The team's framework, tools and templates, and understanding of change management methodologies helped them better evaluate initiatives coming in and how to scale their organization to manage multiple initiatives at the same time.

Multimillion-dollar cost savings across the organization
Their first project projected at a \$500 million cost reduction over five years