



THE ARCHITECTS BEHIND THE  
NEW RESOURCE MANAGEMENT  
BUSINESS CASE



# The Architects behind the New Resource Management business case at



## The trigger of change

Covid-19 set a whole new agenda to navigate and lead limited resources across Rambøll during lock down with 15.000 people suddenly working from home.

Rambøll wanted to create a competitive edge and sustain the agility and increase the effectiveness of the organisation towards clients in all market units. Having increased reporting and forecasting frequency to every 14 days to enable tighter control and better forecasting to navigate, lead and manage resources.

## A new strategic initiative

In June 2020 Tarek Barky, Head of Group Innovation Portfolio Management at Rambøll took on the extra task from top management. He needed to create buy-in, investigate the needs business case and develop the roadmap for a new and shared Resource Management System.



Having worked with Rambøll for more than 13 years and seen the organisation grow from 5.000 towards 15.000 people, he knew it would be a challenging task to align and motivate stakeholders across the organisation and diverse market units, and to change engrained habits.

A steering committee was set up including the top management, the market unit directors and Tarek Barky. "There was a consensus around both the weaknesses of the present set-up and the opportunities for Rambøll to do better, and I secured a clear mandate to investigate the business case around the need for one shared Resource Management System and the integration of this into the shared ERP-system", Tarek Barky explains.

## Challenges to be solved

The fast paced growth through numerous acquisitions had caused big variations in data quality reporting structure, frequency and systems applied across market units. From a scalability point of view this was a major concern.

The lack of transparency and flexibility was making it difficult to navigate and share resources and competencies cross borders and across market units and most likely impacting overall effectiveness, revenues and profits significantly.

The possible payoffs from increasing transparency and flexibility enabling allocation of the right resources, to the right projects at the right time effectively, seemed obvious.

Low on internal resource fit for purpose, Tarek Barky was looking for a strong external agile Project/Change management consultant with gravitas and subject matter expertise in resource management.

“We needed help in facilitation, guidance and follow-through doing the analysis to create a clear roadmap and strong business case that would help us create the necessary buy-in in the market units. Therefore an independent consultant that would challenge our thinking with professionalism and integrity was obvious to me when looking for the right partner for this task”, Tarek Barky says.

“Based on internal recommendations, and being an appreciated partner with Rambøll for many years, we reached out to our Account Director at NorthHouse Partners Morten Seitzberg, who introduced us to one of their senior Project/Change management consultants with subject matter expertise in Resource Management. The NorthHouse Partners Senior Consultants made an impressive initial performance that resonated deeply with me, and how we think. Knowing our organisation well, I felt this was a “plug and play”, low risk decision that would pay off well for Rambøll in the end, Tarek Barky explains.

## Challenges

The Covid-19 restrictions changed the organisation to work from home. The focus from top management was to optimise resource management and flexibility across both internal market units, across borders and towards clients to create and capture more value.

### Organisational challenges

- Lack of transparency across market units. Possible relevant resources are overlooked, thus causing inefficiencies impacting the customers experience and possible lost revenues
- Lack of internal senior Project/Change management resource with subject matter expertise within Resource Management

### Technical challenges

- A variety of Resource Management Systems and processes across Market Units
- Data quality variations causing lack of precision in forecasts
- Reporting frequencies not aligned through out the market units

### Financial challenges

- Project organisation not fully effective and flexible causing lost revenues and too high operational cost, both impacting profits
- Not unleashing the full business potential of the organisation

### Intangible challenges

- Low effectiveness allocating resources across market units and borders

### Emotional challenges

- Former initiatives implementing a shared Resource Management Systems had failed
- Customer experience not optimal, when projects do not meet expectations and deadlines

## Solution

Decision criteria for a preferred external strategic partner and subject matter expert to help the Steering Committee and Tarek fill the competence and resource gap facilitating, guiding, and challenging their assumptions to establish a solid roadmap and business case for a new Resource Management System:

### Attitude

- Positive and easy to work with personality that energises the Rambøll team
- Fit for the Rambøll team and a proactive and highly experienced subject matter expert and team player who challenges the status quo based on facts and deep insights into Resource Management
- A professional, and highly flexible senior consultant with integrity we dare delegate to, can trust, and can blend in the Rambøll organisation top-down fast and seamlessly

### Skills

- Proven track record planning, building and embedding an effective Resource Management System and related deliverables
- Top communication and presentation skills that engage top management and directors in our market units and capable of delivering to our senior stakeholders
- Strong project/change management and stakeholder management skills

### Knowledge

- Enable fast embedding of a common Resource Management System into Rambøll DNA during implementation stages later
- Both experienced working at strategic level and effective in execution to be a project lead in later implementation of a Resource Management System roadmap through out the Rambøll organisation

## Outcomes

It took only 6 weeks to cocreate a transparent plug and play road map and business case for a value creating shared Resource Management System, that will help the top team and market unit directors effectively communicate, focus on implementing the needed behavioural changes.

### Functional value

- Very precise and high quality deliverables
- Benefit map supporting stakeholders value creation
- Maturity model for overview
- Transparent plug & play road map
- A clear and self-financed business case with a neutral or positive P&L effect viewed by end-users as a conservative business case showcasing great untapped potential to remove inefficiency

### Intangible value

- Easy to present business case and benefits for internal stakeholders
- Forward thinking subject matter expert able to navigate in a political environment
- High speed and proactive interactions
- Very flexible consultants that fitted into our work schedules 24/7, giving us first priority all the time
- "NorthHouse Partners know our organisation and stakeholders very well, and helped us get access to peers across market units we would not have gotten that easy without."

### Financial value

- A powerful business case with significant Return On Investment for Rambøll

### Emotional value

- "Capability to set the scene and guide us with safe hands"
- The NorthHouse Partner consultants worked with high professionalism and integrity that created the trust needed for fast execution and walking the delicate line with multiple stakeholders

## NorthHouse Partners

- True subject matter experts in resource management

*“ I got recognition from the members of the steering committee – it’s a true success story for my team, the top team and me in general. The business case is delivered and the project is now ready for implementation most likely in 2021, Tarek Barky shares.*

“Naima is Management Consultant at NorthHouse Partner, and Subject Matter Expert within the Delivery Excellence and Resource Management. She was driving and co-creating things together with me 24/7, Tarek Barky explains.

“Naima developed, established and implemented the whole setup around my ideas relating to the Benefit Map. In addition, she supplemented this with a Maturity Model used for assessing Rambølls individual and overall maturity levels. Naima works independently. Where we did not have the competencies she supplemented our competencies, and it worked to my expectations.



Further we involved our Account Director Morten from NorthHouse Partner. He knows our business and lots of stakeholders across Rambøll. That became instrumental to our success creating buy-in across our diverse Market Units. Naima showed a high level of professionalism and the integrity you would expect from a top-notch management consultant. She was very easy to work with, and it made me feel safe delegating significant tasks and workload to her during the project period – it just worked seamlessly”, Tarek Barky shared.

Both helping us in the defining the blueprint and working together in the co-creation stage, when things needed to happen practically, is one of her enormous strengths. It’s like working with a excellent architect. You feel in safe hands:

*“ Naima is very focused and dedicated. She has a high level of professionalism, flexibility and integrity. From the very first presentation I knew we had a perfect match. Both her thinking and deep understanding of the resource management field stood out. Her experience from other industries, as well as her structured and very professional presentations, resonated deeply with me. She is extremely versatile and delivered very high quality deliveries 24/7, Tarek Barky says.*

During the 6-week period communication and stakeholder management tasks were obvious to create the necessary buy-in across market units. I needed more bandwidth and capacity. Here Naima just stepped in and delivered as a Rambøll colleague would do. I could delegate 90% of my workload and focus on the 10% leadership tasks, which was a true relief. On top on her knowledge and skills within resource management she is a very capable Project/change Manager. She worked seamlessly together with our steering committees and the stakeholders involved. Naima was absolutely instrumental for our success.

## Recommended...



*Even though we are reducing significantly the use of external consultants at Rambøll these years, NorthHouse Partners have specialised in delivering highly effective, skilled and very experienced project and change management consultants with subject matter expertise. These we all know are very difficult to find, and they are expensive. But its worth it. On a 10-scale I would definitely give Naima and NorthHouse Partners 9-10!"*

*– Tarek Barky, Head of Group Innovation Portfolio Management*

## About NorthHouse Partners

NorthHouse Partners is a Nordic-based management consulting company dedicated to help companies achieve extraordinary results through Project Delivery Excellence.

Together with our customers we build high-performance project organizations and project teams, strengthen governance and direction setting, secure benefits realization and reestablish project profitability.

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Naima Robenhagen Burgdorf  
Managing Consultant  
nrb@northhousepartners.com  
+45 3170 3111

Peter Helmer Sørensen  
Partner, CEO  
phs@northhousepartners.com  
+45 30 30 21 20





**NorthHouse**  
PARTNERS

Lyngby Hovedgade 62 • 2800 Kgs. Lyngby • Office: +45 30302160  
[www.northhousepartners.com](http://www.northhousepartners.com) • [info@northhousepartners.com](mailto:info@northhousepartners.com) • Company registration DK 31474248