



NorthHouse
PARTNERS

THE ENABLER FOR SUCESSFULLY ESTABLISHING THE

NEW STRATEGIC BUSINESS INTELLIGENCE & APPLICATION

AT RAMBØLL



The enabler for successfully establishing the new Strategic Business Intelligence & Applications

A new datadriven agile delivery setup at



The trigger of change

The ways that Rambøll internal stakeholders, management and their clients use data have changed significantly. Timely and predictive business data driven analysis is a key part of both the strategy and execution internally and with clients. The demand for working with these data is increasing fast and becoming an extremely valuable asset for growing the Rambøll business in an effective way.

A new strategic initiative

During the strategic process a series of attractive strategic business cases were identified.

Andreas Vølund, Senior Team Lead at Rambøll, was leading the Business Intelligence & Analytics department. Having worked with Rambøll for more than 23 years and seen the organisation grow from 2000 to 15.000 people. He saw both the weaknesses of the present set-up and the opportunities: The obvious opportunity and business case of making Business Intelligence data a valuable asset by establishing and building a new strategic Business Intelligence and Applications department to accommodate this, had many positive perspectives and payoffs for Rambøll.



More for less

A huge amount of time and money spent on external consultants. Analysis identified a "More for less" business case for strategic insourcing that would reduce the external consulting cost by 7-9 million DKK and increase own internal resources (3 internal consultants = 1 external consultant).

Andreas Vølunds recommendation to the top management got support immediately and the project initiated with six 6 month transition period to form and set the foundations for the new strategic Business Intelligence and Applications department at Rambøll.

Challenges to be solved during the transition period

The Business Intelligence analytics department were low on resource. 3 people in Denmark, 2 people in the US and one in India were developing and supporting Rambøll by extracting data from the Maconomy ERP system to the global Data Warehouse, reporting in Power Bi, Executive Viewer, Reporting service, financial forecasting and consolidation in Jedox.

They were now to be merged and led by Andreas Vølund, and grow towards 15-20 people, replacing external consultants over the time to follow. Like any change management project the challenges were many and solutions to achieve the planned outcome and meet the objectives of the business case were of utmost importance:

Finding the right external senior consultant is difficult

“It was obvious we needed to enter with external resources in the transition period”, Andreas Vølund explains. “We were only 5 people, low on resource and bandwidth in several areas, so looking for a strong external agile senior Project/Change management consultant to guide us through the transition period going towards 20 people was logical.”

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Challenges

Rambøll BI&A team needed proven processes, governance, and playbook for the Rambøll way of working with incidents (ITSM), SCRUM (Agile), integration with IT-systems, facilitation of SCRUM meetings. Also the need for project management skills, stakeholder and end-user communication due to lack of resources and bandwidth

Organisational issues

- A Big conservative organisation where stakeholders need to do new things and do things differently is very difficult
- Only 5 people in project team to scale into 15-20 over a very short period of time
- Lack of internal resource with proper experience and bandwidth to deliver on all necessary tasks in the transition period
- Lack of internal senior Project/Change management resource in the department
- Lack of communicating and marketing skills in the team the new service to internal stakeholders

Technical issues

- No Governance model and shared work processes in place
- No own intellectual property and structure around data and the use of these
- No delivery model towards the business

Financial issues

- Huge amount of time and money spent on external consultants

Intangible issues

- Long time from delivery start to finish when using external consultants
- Low flexibility, high dependency and time consuming working with external consultants

Solution

A proven external strategic partner to help the Rambøll BI&A project team fill the competence and resource gaps in the 6 months transition period to establish a solid Agile Delivery setup

An experienced and professional external senior consultant that can help Rambøll build the foundations for a successful BI&A department should meet some of the following criteria:

Attitude

- Positive and easy to work with personality that energises the Rambøll team
- Fit the Rambøll BI&A team and be a team player
- A focused and dedicated senior consultant you dare delegate and trust
- Highly flexible senior Consultant that understands and can blend in the Rambøll organisation topdown seamlessly
- Take ownership and responsibility for delivering on a diverse set of tasks helping build the new Rambøll BI&A department fast

Skills

- Proven track record for planning and embedding an effective governance model and related deliveries
- Top communications skills to engage and brand our services and deliveries internally to our senior stakeholders
- Agile SCRUM master trainer
- Strong project/change management skills
- Strong stakeholder management skills
- Follow-up meetings to secure progress and overview on deliveries and milestones.

Knowledge

- Enable fast embedding of a common language and shared governance processes into Rambøll DNA
- Industry sector experience
- Both experience strategic and effective execution

Outcomes

New strategic BI&A department with a strong and scalable business model established successfully within 6 months at the agreed deadline. Implementing of the Agile Delivery setup improved time to market for increments and technical deliveries towards the business and stakeholders Technical value (Deliveries)

Functional value

- Structured and well documented playbook for delivery processes
- A solid Agile Delivery setup with clear purpose, roles, responsibilities and fast execution time

Intangible value

- In control of things (bi-weekly sprints, product back-logs etc.)
- Effective communication to our directors and teams
- Easy to present our services for internal stakeholders
- We are easy to work with for the internal and external stakeholders with clear governance structures and processes that work
- Easier to employ new people as we now have a common language and shared performance standards and frameworks for how we work (SCRUM, Product Back-log and other important artefacts)

Financial value

- Strategic data services established for both internal and external clients
- Reduced cost of external consultants significantly
- Upscale own in-house resources skills, capabilities from 5 to 20 in 6 months

Emotional value

- Business units demand our services and we are now need to employ new internal consultants in the BI&A department to meet the needs.
- We get recognition from our stakeholders – its a true success story for me, my team and Rambøll

NorthHouse Partners - True enablers

"We now get recognition from our stakeholders – it's a true success story for my team, Rambøll and me in general. The business case is delivered and the project is growing and demand for our services is growing to an extent we did not imagine", Andreas Vølund shares.

Morten and NorthHouse Partners have been true enablers driving things together with me and my team. Morten was the Senior Consultant that developed, established and implemented the whole setup and was the solution for this project.

He worked independently where we did not have the competencies and he told us "just do like this", and it worked. He knows our business, easy to work with and it made me feel safe delegating significant tasks and projects within our organisation – it just worked.



Both helping us in the defining and implementation stage when things need to happen practically is one of his enormous strengths.

"Morten is a team player coming from the "outside". He is open, extrovert, likable, with high energy and no task are too big or too small, and he is extremely good at getting the practical tasks done as well as keeping the strategic view. Exactly the building block we needed.

During the period complex project/change management, communication and stakeholder management tasks occurred, where needed more bandwidth. Here Morten just stepped in and delivered as a Rambøll colleague would do. He is a truly focussed and dedicated Project/change Manager, and worked together with our PMO to implement more advanced and effective ways to work with steering committees etc.

NorthHouse Partner always delivered on time, and Morten was an integral part of the team. You always feel as if Morten is like a true Rambøll employee, taking ownership and responsibility, which is a major quality I treasure. External consultants typically hold a "distance", not always getting their skin into the game

"Morten always showed us how to do things in the agile delivery setup, how we manage and report to our steering committee effectively, proactive communication with end-user etc." "He is extremely clever blending in the organisation as a Rambøll employee which makes him very likable and easy to work with for me and my colleagues". This is a quality I value a lot.

The NorthHouse Partner team worked very professional, and during the first half year of our cooperation we had several status meetings with Morten and Peter Helmer Sørensen, the owner and CEO of NHP. This secured progress and critical milestones were met, which made me feel safe. I see many more areas where NorthHouse Partners and Morten can help Rambøll and me in the future even though we are using less external consultants in the future.



"The competency mix of both the strategic perspective, delivering effectively and on time, having change management experience that works, and senior project management, communication and commercial stakeholder management skills, like Morten and Peter showed is a very rare but valuable mix", Andreas Vølund comments.

Recommended...



Having recommended Morten and NorthHouse Partners to other transformational projects led by other Rambøll directors, I experience that my recommendations have led to very successful outcomes, not only for me, but also for them – that is very satisfying.

Andreas Vølund, Senior Team Lead

“In one of our strategic projects called LMR, which is the Line Management Report from all department managers and line levels in Rambøll to the CEO. The steering committee involved our CFO, 2 Managing Directors and the Senior Group Finance Directors, we went live with larger scope, on time and met all deadlines. Here I can definitely say that Morten and NorthHouse Partners had a share in this major success. Going forward towards our next strategic goals in my department I see that we would call for NorthHouse Partners services and Morten again”, Andreas Vølund continues.

NorthHouse Partners have specialised in delivering highly skilled and very experienced project and change management consultants that we all know are very difficult to find.

I will recommend NorthHouse Partner and Morten based on my experience and the results we at Rambøll have achieved in a very short period of time”, Andreas Vølund says.

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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