

ROADMAP CASE STUDY HOLMES GROUP

EXECUTIVE SUMMARY

Balancing immediate tactical needs with long-term strategy is a struggle all organisations face, especially during periods of rapid growth. Cyma worked with Holmes Group to help develop an understanding of their many business drivers and desired outcomes, and how they relate and influence one another. This analysis was then used to develop a roadmap that gave them a clear pathway forwards that they were confident would address both their tactical and strategic needs.

Challenges

Holmes Group has grown rapidly over the last 5 - 10 years and the systems that support their business have struggled to keep up. Holmes Group, like other organisations undergoing rapid change, was facing the following challenges:

- ICT infrastructure that was struggling to meet the needs of the business
- Difficulty deciding and prioritising what the most effective change initiatives should be
- Nobody with the time and mind space to create and clearly articulate a roadmap for change

Our Solution

Cyma was engaged to create a roadmap for change that would clearly link business strategy with the many in flight and planned initiatives. However, no successful programme for change can focus purely on achieving strategic goals because there are always tactical challenges that need to be addressed as well.

Cyma's approach was to use information systems architecture frameworks to create a set of candidate initiatives. These initiatives were then clearly linked to business goals, strategies and issues. They were also connected to the technology and processes that needed to change so that the linked business drivers could be addressed. How did we go about doing this?

We made sure we understood the business by modelling how people, process & technology were connected. Then we looked for gaps between these and business strategy. These became projects to be prioritised. Finally, these projects were packaged into a form the executive management team could prioritise.

HOLMES GROUP

Holmes

Holmes Group is an organisation of engineering and design specialists founded over 60 years ago in New Zealand, Holmes Group and now spanning the Pacific Rim and employing over 300 professionals. Holmes Group firms rigorously exercise the technical disciplines of structural, fire, civil, mechanical and electrical engineering to resolve their clients' most exacting & dynamic challenges.

Results

The roadmap helped Holmes:

- Defer some projects that had been competing for funding because it was clear from the roadmapping work they would not deliver the same strategic benefits as other projects
- Identify new projects with strategic value that were not previously acknowledged because there were few or no tactical drivers
- Clearly understand the broad financial investment required across all of the projects - something that was not so clear without the roadmap

CYMA

We provide consultancy and design services to allow you to deliver your business strategy faster by creating contextual roadmaps and high level designs using proven frameworks to give you the confidence you're doing the right thing at the right time

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