

Case Study

A Leading Multidisciplinary Contracting Group

Service(s) offered: Program Management

Sector/Industry: Energy, Resources and Industrials



Program Management support to setup a Centre of Excellence

Challenge

A leading multidisciplinary contracting group specializing in construction and fabrication for the energy, oil and gas, refinery, aluminum, and industrial sectors was looking for a partner to set up a Centre Of Excellence (COE) in a new market (Bangalore, India) to combat the disruption in the labor market in Oman and cost pressure faced by the company.

Our team of experts at Nexdigm aided the client with their overall consulting and preparing a business case to figure out the strategic roadmap for the organization. The client needed an understanding of the new market and was unfamiliar with the legal and regulatory requirements of the geography. To ensure a smooth transition without business disruption, our team of experts assisted the client with:

- Hassle-free establishment of a COE in the new market for offshoring various operational and service-related functions (10+ functions) to increase efficiency as well as maximize capabilities and financial benefits.
- Seamless employee migration process and continued cross-functional engagement within the new COE vis-à-vis the organization.
- Attaining approvals from government and local regulatory bodies to carry out business in a new region.
- Abide by the timeline set by the organization for the migration.

Case Highlights

- Successful setup of a CoE within 6 months while adopting agile methodologies, ensuring the commencement of business operations in the proposed timeline
- Applied robust project management techniques to govern 5+ workstreams
- Provided effective change management support through communication plans and announcements to company-wide and focused audiences
- Ensured seamless transition of employees and adoption of optimized workflows across 10+ functions.

Solutions

As the implementation partner of the client, Nexdigm assisted with managing various cross-functional streams, coordinating with multiple stakeholders in setting up an entity and office setup support, adopting process automation, as well as smooth change management.

Across the phases of this partnership, Nexdigm:

- Understood requirements and ensured support and overview of the establishment of the COE in the new market.
- Adoption, optimization, and monitoring of workflows for timely execution of the project involving 5+ workstreams.
- Developed a transition plan incorporating single to multiple batch transition mechanisms to ensure smooth change management.
- Prepared a project execution plan at L1 (initiation), L2 (plan), L3, and L4 (execution) levels, aligned with the client's requirements.
- Coordinated with cross-functional teams like entity setup and management, digitization, change management, corporate services, office setup support, and local regulatory bodies.
- Liaised with internal advisory teams to facilitate the client with decision-making on domestic tax implications
- Carried out interventions and prepared weekly project reports for the steering committee describing project progress, timelines, and upcoming critical tasks.
- Identified gaps and risks and proposed mitigation measures with respective workstreams involved.

Impact

Nexdigm's overall project support addressed all areas of concern and provided the client with a detailed assessment of the complex business and regulatory landscape in India. The primary goal was to ensure the commencement of business operations as per the proposed timeline.

Additionally, our solutions aided the client in:

- Migrating and standardizing businesses in a new geography, ensuring business as usual.
- Successful transition of identified functions and Indian entity operational in the span of 6 months.
- Identifying the batch-wise transition plan for the employees. Wherein the first batch consisted of 25+ employees to commence operations in India.
- Digitization of workflows from different workstreams resulting in improved efficiency of operations across functions
- Incorporated a collaborative approach to structure the project with 5+ workstreams and functions.

For more information on this case study, please write to us at:

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You can also visit our website to know how our services resulted in tangible business benefits:

www.nexdigm.com