

heidrick & struggles

providing digital transformation via agile project management for a global professional services automation software integration

the client

heidrick & struggles is an international executive search firm with a growing global consulting arm. our project was with the consulting practice in supporting their ability to effectively track and manage ongoing projects and revenues

the objective

eighteen o four has now been working with heidrick for several years on an ongoing digital transformation project which affects the whole of the consulting business. the aim was to lead a project supporting the integration of a new psa (professional services automation software) globally, allowing consulting to better track revenues, margins and project operating ability and reach

the solution

- we led a team to support the software integration, including training internal teams and creating a library of documents to ensure knowledge transfer
- we acted as ongoing 'live' problem solvers for the global community during the initial transition to the live environment in 2018
- our ongoing overarching plan spanning several years of delivery has ensured that the business is able to meet reporting deadlines and recognise revenues accurately and enabled continuous improvement of delivery
- we have worked in tandem with heidrick's auditors pwc to implement a complex agile plan, reporting regularly into auditors to explain ongoing work and provide detailed documentation of progress against planned deliverables

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the results

- the psa has been functionally delivered to 12+ offices globally; revenue recognition functionality is now working for the consulting business allowing for accurate, one system reporting; a complex migration of data between systems was achieved smoothly; and all access levels and reporting metrics have been redesigned to meet audit approved standards
- we are currently in a live parallel testing phase run with pwc to verify expected financial results within the system and against business expectations

team structure

- this particular project has been led for two years by the same project manager, working remotely across all involved time zones from apac and emea, through to all usa offices
- the project manager has been working closely with the internal heidrick teams and the consulting business board and chief operating officer to ensure consistent delivery of what has been a carefully tracked, high profile agile delivery for the business. additional support has been engaged from within eighteen o four, including using a large team of software administrators, quality assurance specialists, and additional consultants
- digital tools such as smartsheets, zoom, trello and slack have been used to great effect