

## Case Study : Public Sector Debt management transformation



### **Ability to integrate into the client company**

Our interim worked with a major information services provider to develop a business case for the privatisation of debt management from the public sector into a new, specially constructed private sector business.

He worked alongside the executives to provide analysis and enable fact-based decision making during the development of transaction over a 6 month period. Following the successful transaction, he then worked as Interim Transformation Director for the newly constructed private business, driving change and coaching the COO.

### **Impact on the business / bottom line**

A programme of customer campaigns doubled the debt collection rate within the first 3 months of operation. This was sustained through the first year. Consolidation of business processes, implementation of IT and rigorous operational improvement in contact centres halved the unit cost to serve. Together, improvements in collection yield and cost reduction generated a 400% increase in value for the business.

### **Overall contribution / achievement of objectives**

He took a lead support role in the development of the transaction and business case; he then joined the leadership team of the new business, responsible for a multi-million dollar programme to deliver process and organisation change and IT.

### **Working style**

The interim worked alongside Ministerial and Senior Civil Servants during the transaction and at Executive and operational team levels to deliver the business change. This was performed in a professional manner; showing great empathy regarding the impact of change at an individual level; and positively and constructively driving the required changes to meet the demanding schedule

### **Leadership / people management skills**

Skills included negotiation skills to agree the business case; change management to plan and deliver change involving 300 people directly and thousands indirectly; and operations management to dramatically improve service delivery performance

### **Legacy**

Three years later, the business is a commercial success and presented as an exemplar of public service privatisations and debt management