

CASE STUDY

Scalable IT to the Business

**Who?**

Danish publishing house, since 1770. Based in Copenhagen. Fiction, nonfiction, traditional and digital formats. Net turnover (2013) DKK 858 million. 500 employees.

The Background

The publishing house operated an internal IT department of about 10 people managing mostly operations and support and very little project management and development. That part of the business was covered by several 3rd party suppliers with no overall strategy or governance from the in-house IT department, but directly led by individual business areas.

The Challenge

The internal IT department was looking to develop an overall IT strategy and architecture in order to face the imminent challenges of the publishing industry and streamline the IT landscape to match the needs of a digitalized future. At the same time, they needed to take back control of IT expenses.

The Solution

To clean up the flood of 3rd party suppliers, the IT department needed to offer something better. Step one was to create a powerful and scalable IT 'muscle', enabling the department to offer time-to-market solutions without expenses running wild.

Our dedicated team in Pakistan played an active role in setting up the offshore team extension to match the specific needs and preferred collaborative processes of the IT department. We were presented with a strong wish to connect on an interpersonal level, which we addressed through the cornerstone of our model, the 'one-team-model' of equality that allows us to work together as equal partners, but also requires us to address our cultural differences openly. ■