

MSP Case Study

Turning the ordinary into the extraordinary.

pontoon solutions.com/MSP

+1 855.881.1533
sales@pontoon solutions.com

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A unique culture demands a unique solution.

The search for a global MSP

A 500 Internet Search Provider ends their search for a solution to manage their global contingent workforce.

The Challenge:

Burdened with an incumbent MSP and Technology, this American multinational public corporation providing internet search, cloud computing and advertising technology services looked to upgrade their current MSP and Technology with one that would also address their global expansion. The key drivers behind their decision was the desire for true global management of their contingent workforce, wanting a partner that can not only deliver on the tactical day-to-day objectives, but also make recommendations, bring best practices and be a true strategic partner.

Key Client Objectives:

- Develop and execute critical change management strategy
- Increasing global visibility and controls
- Improving overall efficiency of system-based processes
- Delivery consistency across talent supply chain

Communication is key.

Communication is an integral part of the change management process as it is critical to ensure both, the client and MSP Partner, speak the same language. This is especially important because the success of change management is built upon the ability to communicate in a way that motivates stakeholders to listen, understand, and buy into the change process. Of all the various elements that can be modified during change management, culture of communication is something that cannot be taken lightly. This was a lesson Pontoon learned all too quickly during implementation of the global contingent workforce program for this client.

The client's culture is very 'untraditional' and relies heavily on informal socialization, with formal communications aimed at confirming, rather than announcing. Contrary to the types of clients Pontoon has experience working with in the past; the client was extremely vocal at the onset of program implementation they didn't want any of their communications to resemble that of a corporate document or template. Rather, the client prefers usage of their own cultural language which has been coined a term in and of itself. With this said, Pontoon was faced with its first hurdle of answering the question, "How do you overcome the challenge of communicating enterprise-wide corporate messages in an untraditional way?"

The second hurdle Pontoon was faced with overcoming was effectively communicating varied messages to the wide-ranging stakeholders that exist within the client's organization. Within each stakeholder group there was an approach that needed to address individual differences. What this meant for Pontoon was that instead of developing and disseminating one centralized and consistent message, there was the necessity of developing varied messaging threaded together by the correct communication theme to gain acceptance to the upcoming MSP change.

Remember the change management objectives were: 1) collaborate on appropriate strategies and tactical plans that meet their distinctive culture, 2) lead execution of change management activities including: stakeholder management, change readiness, communications, and training, and 3) support program adoption through development of training program. Pontoon was called upon to assist the client in accomplishing its objectives in the least disruptive way possible. Doing this required not only a commitment to process and program improvement via the employment of best practices, but also to the facilitation of sound, culturally aligned, and change risk-driven messages invoking 100% program adoption.

"How do you overcome the challenge of communicating enterprise-wide corporate messages in an untraditional way?"

The Pontoon solution.

In short, the MSP partner changed its communication style to align with the client's diverse needs. One of the components to the framework includes Stakeholder Management. The Stakeholder Management change element includes: stakeholder analysis, commitment curve, stakeholder assessment, stakeholder management plan. Within each change element of the Stakeholder Management process, there are various associated activities that occur.

Stakeholder Analysis: A Stakeholder Analysis identifies all stakeholder groups and assists in determine baseline of current stakeholder commitment vs. desired commitment levels.

Commitment Curve: Pontoon uses a Commitment Curve to outline the varying levels of stakeholder commitment during Change Management initiatives. This assists in identifying the influencers we can leverages with stakeholders that are resistant to change.

Stakeholder Assessment: The Stakeholder Assessment prioritizes the impact to each stakeholders group, location or business line.

Stakeholder Management Plan: The Stakeholder Management Plan is an actionable plan that outlines the risks uncovered in the stakeholder findings and details strategy to positively influence and increase commitment.

Just as communication is the foundation of the Change Management process, the Communications Strategy is the blueprint by which communications are successfully facilitated. The Communications Strategy outlines recommendations to effectively communicate Pontoon's program solution to key stakeholders, with consideration given to the client's culture of sharing information, while simultaneously mitigating communications risks. Its components include, but are not limited to: high-level approach, guiding principles, key messaging, communications cascade, high-level communications timeline, etc.

Solutions and Services

- *Management of the Requisition-to-Check Process*
- *Management of Vendor Worker Population*
- *Management of Headcount via VMS technology*

The Results.

- Pontoon was able to execute the Change Management strategy that gave the client a high level of trust in creating communications that were culturally and strategically aligned to meet its program objectives
- The client was able to gain adoption into the MSP assisting them in achieving their key objectives: Develop and execute critical change management strategy
- Increased overall global visibility and controls
- Improved overall efficiency of system-based processes
- Delivery consistency across talent supply chain

About Pontoon

Pontoon, with corporate headquarters in Jacksonville, Florida, United States, is the global leader in workforce solutions. Pontoon specializes in Contingent Workforce Solutions, Recruitment Process Outsourcing and Workforce Consulting. Operating with over 800 colleagues worldwide, Pontoon currently delivers talent management solutions in 74 countries for its 100-plus clients, a global client base that is broader and deeper than the industry has experienced to date. Pontoon is one of the largest worldwide MSPs, and has been selected to the HRO Today Baker's Dozen list for nine consecutive years.

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