

CASE STUDY

Outsourcing Offshore Change Programme



Client Context

- Large UK-based, multi-site organisation
- Legacy systems and fragmented processes
- Strategic shift to outsource offshore
- Heavily unionised workforce
- Reduce cost & improve service quality
- 200 UK people (140 exits Vs 60 retained)

The Challenge

- Achieve improvements in a lean business
- Align multiple systems, processes, & teams
- Manage significant people impact
- Maintain service continuity during transition
- Avoid major capital investment in new systems

Our Journey Enabled

- Early identification of people risks, readiness, and impact across all sites
- Clear, structured people change action plan aligned to business strategy
- Defined management priorities, mitigations, and support plans

Benefits for People

- Clear understanding of why offshoring work
- Confidence through structured & communication and support
- Improved capability of people managers
- Tailored support for impacted employees
- Positive transitions—redeployed or exits

Benefits for Business

- Reduced costly disengagement
- Improved focus on core business priorities and growth without 'firefighting' & stress
- Stronger alignment of strategy and execution
- Sustainable change with higher adoption and lower resistance

Critical Success Factors

- People-first approach embedded at outset
- Leadership alignment & visible sponsorship
- Clear, consistent communication at all levels
- Active involvement of all line managers
- Structured planning of people impacts - not treated as an afterthought

Conservative (hard) savings: £1.2M to £3.1M

Even using cautious assumptions, putting people at the centre of this change protected over £1M in value and ensured the offshoring strategy delivered without avoidable loss or disruption.

Programme Efficiency

£0.2M – £0.6M

Attrition Avoided

£0.8M – £1.7M

ER Risk Avoided

£0.1M – £0.5M

Absence Reduction

£0.1M – £0.3M

Total Value*

£1.2M to £3.1M