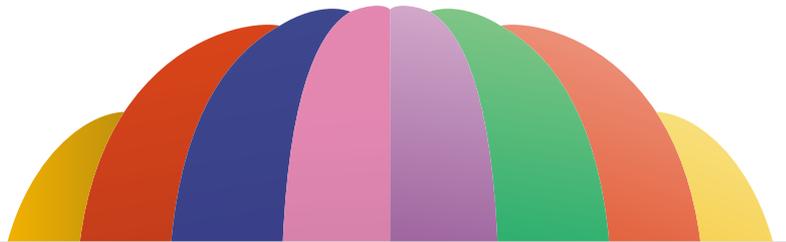Consulting Services
Portfolio

IT SERVICES
PROVIDER

Orcapod

IT SERVICES PROVIDER

Not so long ago, presence at a low cost delivery location was good enough for a company to penetrate and succeed in the IT outsourcing arena. Faster adoption of Offshoring was taking care of top-line growth and labor arbitrage was sufficient to protect healthy bottom lines.

While there is still some steam left on demand side growth, it is bottom line and long term business viability that are causes for concern. In a new world, where large multinationals accessing low cost talent pool are fast eroding cost advantage and increased commoditization of pure play offshore offerings hitting bottom lines, where do leadership look for competitive advantage. Here are the number of strategic and operational questions companies are facing :

- What should be our revenue multipliers? Is it high end IT services offering, product or semi-product space, transaction based services, Infrastructure automation, SAAS or cloud computing and how should I build it with optimum investments?

- Do I have some hidden capabilities that I built as a service provider and now can be repackaged and sold as a high end service offering?

- How can I rapidly reduce costs in order to counter constant price reductions? How can I distinguish my more productive, less productive and counterproductive assets and how can I rationalize them?

- Do I know which projects are making money for me and which one are not?

- Do we have adequate program management capacity to run all my programs successfully?

- Am I ready for revenue or margin shocks? Do I have sufficient variability in my cost structure to align myself with rapidly changing business environment?

Our IT services clients value our strategic understanding of their business and operational abilities to drive for concrete results. EBO (Explicit Business Outcome), our proprietary & proven methodology, ensures that our business benefits are aligned to our client's payback. We can help our clients address their most important issues in the following areas:

- Offer project & program management capacities to drive business critical engagements.

- Operational transformation by deconstructing value chain, activity based costing and data driven cost optimization on procurement, hiring, retention and capability building.

- Pre M&A assistance for improving operational & financial parameters.

- Post Merger Integration for generating desired value with minimal business & reputational risks.

- Building services portfolio and constructing client centric service offering by leveraging existing and low hanging capabilities.

- Service offering rationalization, decoupling revenue and headcount correlation, developing product or semi-product strategy.

- Building capabilities around fix price projects, estimations, intellectual property protection, demand driven talent supply chain, bench optimization, Capex to Opex conversion.

- Creation of high performing delivery organization by building new frameworks, methodologies, tools, metrics and business aligned dashboards

- Accelerating the offshore move for MNCs by the combination of Orcapod's strategic and operational capabilities.

Operations Transformation
Sustained & Superior Value Creation from Operations Excellence

Increased competition and faster commoditization of offshore services are creating unforeseen challenges around cost management and service differentiation. Leadership in IT organizations are increasingly dealing with these challenges :

- Offshore is no more a unique offering but an integral part of IT sourcing for most multinationals. Comparison with onsite service cost is history. Offshore cost is an implicit assumption in building IT budgets. This is forcing CIO organizations to explore even more cost competitive options leading to unheard pressure on vendor margins.

- Clients are mature IT outsourcers and are increasingly experimenting with new contract structures, geographies and new breed of specialized companies.

- Industry wide benchmarking, maturity models, certifications are not differentiators but are hygiene. Over and above, high workforce mobility is diffusing differentiation leading to further cost pressures.

Over the next few years, senior executives in IT organizations will have to remain focused on improving bottom-line, reducing operational costs while investing in innovations that hold out the promise of top-line growth. They must do all this while keeping an eye on changing client expectations and rising tide of low-cost options.

Orcapod can provide strategic and operational support to its clients in the following areas to meet unrelenting performance goals.

Demand Driven Talent Acquisition: Build strategies that goes beyond on-demand hiring. Develop cost efficient channels, tools and processes for aligning talent supply chain to business demand.

Value Driven Talent On-boarding: Develop data driven approach to shorten supply chains for fast response and lower talent inventory loss. Develop tools, rearrange HR policies and build methodology for planned on-boarding, productive utilization of benched resources and faster staffing.

Optimizing Investment in Talent Retention: Structured and data driven analysis of various layers of organizational hierarchy to distinguish between value adding and value eroding layers. This is to ensure that organizational investments are going to the right places.

Vendor Development for Cost Reduction: Develop vendors and alliances for faster turnaround and reduced cost of operations. Build an approach for profitable outsourcing of non-core activities.

Activity Based Service Costing: Data driven analysis of service cost for ensuring accurate cost allocation, right pricing and improved competitiveness.

Engagement Resurgence
Superior Delivery for Reputation Enhancement

Large IT programs are inherently complex to manage and exposed to various kind of risks across the program lifecycle. According to industry statistics 60%-70% of IT Programs fail or go over budget.

Despite the best efforts from the program teams, outcomes are not always as desired, resulting in companies getting exposed to financial, legal and reputational risks. Typical causes for underperformance could be failed transition, inability to meet contractual SLAs, lack of scope management, low team morale or challenging client relationships.

Orcapod's senior consulting workforce has decades of Program Management experience, managing business critical, complex IT Programs delivered from multiple locations across the world. Our consulting workforce can act as reinforcements to your existing program management capacity or can independently manage programs on your behalf. Our objective would be to take the program back on track and handover the activities to your program team.

It is inherent confidence in our program management capabilities that we are ready to align our financial benefits to your business outcome. Our milestone based payments ensure that our business interests are aligned to your payback.

Project & Program Management Office
Driving the Success of Large Scale Business Efforts

Failing to realize a critical business objective that calls for massive mobilization and deployment of organizational resources can be catastrophic. When dealing with mission critical large programs like transitions, outsourcing engagements or critical organizational initiatives, success can be achieved only through centralized management and careful coordination, with a specific focus on communication and risk management.

Orcapod can establish a PMO on behalf of its client's. This PMO would be responsible for supporting a large size program and its constituent projects.

Typical objectives of this office would be :

■ Create a governance support structure that arms your program management team & leadership to direct and oversee the engagement.

■ Articulate and track operational, financial, legal and reputational risks and support in building and implementing mitigation strategies.

■ Build and update performance dashboards reflecting internal and external commitments for providing performance status on each one of them. This includes revenue & profitability targets, Service Level Agreements and Key Performance Indicators.

■ Locking in 'performance roadmaps' to internal contracts and ensuring measurement parameters provide an objective view of existing status.

We can build and run following kind of Management Offices:

Enterprise PMO: We can build, operate and transfer an enterprise level PMO, supporting key organizational engagements and internal initiatives.

Department PMO: We can build a PMO based on a focused need of a specific department.

Special purpose PMO: We can build and run an onsite or offsite PMO to support program teams for managing critical engagements.

Orcapod uses highly successful measurement methodology that divides each activity into various steps of doneness and Earned Value build on these steps providing an objective view of current status. Successfully executed, it not only helps companies meet or beat engagement goals, but also embeds implementation capabilities into the organization.

Transition Management
Rapid & Risk Free Transition for Engagement Success

When it comes to large outsourcing programs, operational managers get a feeling of winner's curse. Taking transition from client team and multiple vendors is not only stressful but is fraught with real business risks.

The way we get started in a large outsourcing program sets the pace for everything that follows. Hence the first few months of a new outsourcing relationship are critical. Sub optimal transition not only impacts team morale and its ability to deliver but expose the organization to various kind of financial, legal and reputational risks. Typical challenges for an operational leadership in transition management are :

- How to maintain a fine balance between cost and quality of transition? How to bind the other party in the game and ensure that business interests are aligned?

- How to define the scope of the transition, measure completeness and track performance?

- How to ensure right staffing? How to identify, analyze, track & mitigate the potential risks? How to ensure Knowledge management?

It is inherent confidence in our transition management capabilities that we are ready to align our financial benefits to your business outcome. Our milestone based payments ensure that our business interests are aligned to your payback.

- How to ensure service and business continuity to the client while doing the transition? How to quickly stabilize the operations and ensure that it returns to business-as-usual mode?

Our senior consulting workforce has decades of experience in managing large size outsourcing programs. STM (Swift Transition Methodology), our proprietary approach to transition management ensures end-to-end success of an outsourcing transition engagement. We closely work with your engagement leadership and act as success enablers. We provide information visibility, insights and performance tracking to ensure that shifting services, people and assets from your client's environment to yours is done quickly and effectively.

Our consulting workforce can act as reinforcements to your existing transition management capacity or can independently manage programs on your behalf. Our objective would be to ensure a successful transition, stabilization and then handover the activities back to your program team.

Risk Management
Lower Risks Higher Reward

Any large win of an IT Program might expose your company to operational, legal, financial & reputational risks. Across the program lifecycle, these risks come in different forms and shapes. While your program management team is fully capable of dealing with them, operational priorities take most of their time resulting in lack of mindshare for structural issues. What you require at this time is a third party view and someone who brings a fresh and different perspective to the table.

Orcapod can act as your risk management partner working on pay-when-you-use model. This avoids the need to hire these skills internally and helps in augmenting high competence capacity at short notice. Our review & audits ensure that either planned mitigations are sufficient enough to avoid the possible risks or downside is known and built into the plan.

On specific request we blend our risk review methodology with your organizational risk management approach. That helps you in getting internal buy-in and fulfilling compliance requirements.

One of the biggest drawbacks of traditional review & audit process is the big bang approach to program audits. Audit teams spend 2-3 days with one specific project going through the entire review checklist. This leads to high cost of audit, delivery disruption, resistance from the project leadership and situation-handling mindset from the team.

Orcapod's innovative audit approach leverage proprietary tools & methodology and provide a framework that is economical to conduct, non intrusive in nature, more sustainable and can be spread across days to get better buy-in.

Organization Improvement
Sustained & Superior Value Creation from Operational Excellence

While there is still some steam left on demand side growth, it is bottom line and long term business viability that are causes for concern. In a new world, where all IT companies have access to low cost talent pool and increased commoditization of pure play offshore offerings hitting bottom lines, where do leadership look for competitive advantage? Here are the number of strategic and operational questions leadership is asking :

- What are my revenue multipliers? Is it high end IT services offering, product or semi-product space, transaction based services, Infrastructure automation, SAAS or cloud computing and how should I build it with optimum investments?

- Do I have some hidden capabilities that I built as a service provider and now can be repackaged and sold as a high end service offering?

- How can I rapidly reduce cost in order to counter constant price reductions? How can I distinguish my more productive, less productive and counterproductive assets and how can I rationalize them?

- Do I know which projects are making money for me and which ones are not?

- Am I ready for revenue or margin shocks? Do I have sufficient variability in my cost structure to align myself with rapidly changing business environment?

Over the next few years, executives in IT organizations will have to remain focused on improving bottom-line, reducing operational costs while investing in innovations that hold out the promise of top-line growth. They must do all this while keeping an eye on a changing client expectations and rising tide of low-cost options.

Orcapod can provide strategic and operational support to its clients in the following areas to meet commoditization challenges and unrelenting performance goals :

Service Portfolio: Building services portfolio and constructing client centric service offerings by leveraging existing and low hanging capabilities.

Service Offering Rationalization: decoupling revenue and headcount correlation, developing product or semi-product strategy..

Strengthening Service Offering: Transaction Based Service, Infrastructure Automation, SAAS, Cloud Computing, Products & Semi Products.

Demand Driven Talent Acquisition: To build strategies that goes beyond on-demand hiring. Develop cost efficient channels, tools and processes for aligning talent supply chain to business demand.

Activity Based Service Costing: Data driven analysis of service cost for ensuring accurate cost allocation, right pricing and improved competitiveness.

Value Driven Talent On-boarding: To develop data driven approach to shorten supply chains for fast response and lower talent inventory loss. Develop tools, rearrange HR policies and build methodologies for planned on-boarding, productive utilization of benched resources and faster staffing.

Vendor Development for Cost Reduction: Develop vendors and alliances for faster turnaround and reduced cost of operations. Build approach for profitable outsourcing of non-core activities.

Activity Based Service Costing: Data driven analysis of service cost for ensuring accurate cost allocation, right pricing and improved competitiveness.

Revenue & Margin Shock Absorbers: Planned approach for converting your capital expenses to operational expense; leading to flexibility in cost structures and better preparation to deal with revenue variability.

Optimizing Investment in Talent Retention: Structured and data driven analysis of various layers of organizational hierarchy to distinguish between value adding and value eroding layers. This is to ensure that organizational investments are going to the right places.

Building Tools, Methodology & Processes for Delivery Excellence: To develop intellectual property around proprietary tools, methodologies and processes helping in achieving the much needed differentiation and improved certainty.

Cost Optimization & Asset Sweating: Benchmarking and finding opportunities of cost optimization across cost heads and strategies to improve asset sweating. Implementing process improvement initiatives like lean management.

Pricing Models: Building innovative pricing strategy for existing and new offerings.

Pre M&A Assistance
Pre requisite for Value Allocation is Value Creation

While a good transaction advisory firm can help you in getting a fair share of value allocation, successful M&A deals in IT Services space are more than a quality due diligence and PE multiples. Compelling business strategy & excellent operational execution are the foundation stones of any value enhancing deal. Even before company leadership decides to give the sell mandate, the question they ask:

- Does my operational & financial parameters meet or exceed industry expectations? Will it provide me fair value in the market?

- Before going to a transaction advisory firm, can I relook at my operations and explore opportunities of value creation?

Our Pre M&A assistance provides business and operational insight to the whole process. Our senior professionals have decades of experience in managing large size services business.

Before a sell side mandate, we work with company leadership for two to three quarters helping them improve the business performance parameters leading to value enhancement. We work with them to find revenue and cost side levers and ensure that organization improves its customer value proposition in a short span of time. We being a third party to the whole process bring a neutral view to the table and ensure that personal biases don't hold back what-makes-sense.

Post Merger Integration
Value Realization by Successful Integration

While a good transaction advisory firm can help you getting a fair share of value allocation, successful post merger integration in IT Services business is a different ball game and need a strategic perspective and operational excellence. Following a merger, leadership is under time pressure to prioritize integration points, identify synergies and ensure that the integration leads to the desired value creation. Crucial questions that the leadership asks are as follows :

- What are our critical success factors and KPIs to define a winning integration?

- What are the functions that can be quickly integrated with minimal risk and how we can focus on realizing synergies?

It is our commitment for EBO (Explicit Business Outcome) that Orcapod aligns its financial benefits to the client's business outcome. Our milestone based payments ensure that our usiness interests are aligned to our client's payback.

- How do we integrate different cultures, manage conflicts and not lose our key talent?

- How do we keep our people focused on business and customers and not get distracted with the integration process?

Our senior consulting workforce has decades of experience and help our clients in activities like effective transition, operational transformation and post merger integration. Our consultants being a neutral & unbiased party to the integration process receive better acceptance on both sides, leading to higher probability of integration success. This not only helps in accelerating synergies realization but reduce risk of talent erosion.

Program & Project Management
Working with Your Team for Program Success

Programs slipping on desired timelines and going over budget is not an exception in IT business. This is especially true for intense and demanding engagements like a system integration project, large implementation, outsourcing program or a complex transition. Senior Executives in IT organization deal with the following challenges:

- While my existing tools & processes help me to harmonize my workforce and to build organizational capabilities, this assignment requires unique delivery capabilities ensured by individual excellence.

- My existing Program Management capacity is invested in other initiatives and pulling them out at short notice will have adverse impact on my existing commitments.

- My recent win is a complex engagement but is critical for my long term business success. We have zero margins for failure. I need program management competence which complements my existing capacity and helps me reducing delivery risks.

Our senior consulting work force has decades of Program Management experience, managing business critical complex IT projects delivered from multiple locations. We can add management capacity to your existing project leadership or independently manage programs on your behalf. In specific cases, we do provide management capacity on need basis till the time your organization builds in-house capacity taking the engagement to the next level.

About Orcapod

Orcapod is a Consulting & Technology Services firm founded by senior industry professionals coming from reputed international organizations. Like the Orcas which roam the great oceans around the globe, we work with Global and Indian Clients providing assistance in their critical IT & business improvement initiatives.

Orcapod Consulting helps its clients to improve business operations by combining its expertise in the areas of Business & IT Consulting, Outsourcing, Operations Transformation and Services Optimization. Our experienced consulting workforce complements the CIO organization and helps it deliver more within its budgets & demanding schedules. Explicit Business Outcome, our proprietary methodology gives high priority to employing existing client assets for delivering the range of results that will make substantial and sustained difference to our client's business.

Orcapod Technology Services offers conventional and customized solutions to meet the resourcing needs of our clients in the IT space. Our ability to attract and retain high performing workforce ensures on demand access of talent capacity to our clients for meeting business commitments.

Fuelled by our shared vision, we help to make our client's businesses more efficient, more profitable, and prepared to succeed. We help to make them Future Ready.

FOLLOW US

https://twitter.com/orcapodservices

http://www.linkedin.com/companies/orcapod

http://www.slideshare.net/orcapod

CONTACT US

For sales enquiry, please contact:
sales@orcapodservices.com

Orcapod ❯ orcapodservices.com