

Chief Information Officer Advisory



Square Peg Support

From the start of our engagement with Birds Eye we provided day-to-day over the shoulder consulting support and advisory services to the organization's new Chief Information Officer (CIO). This took the following forms:

Just-in-time support - Staying close to the project and to the CIO's concerns as executive sponsor and project director we provided timely, informed advice and consulting insights from our experience of similar large-scale programmes.

Research & best practices - We delivered research, best-practices and benchmark information where and when needed and wherever possible proposed practical tools to assist in meeting the project's objectives. For instance, when the CIO sought a simple yet structured means to help the Executive evaluate the risks facing the project, we produced a clear yet robust traffic light system for use at the Executive Committee's regular risk review meetings. This was received extremely positively and was instrumental in the CIO's management of project risk through a number of go-no-go- stage gates.

Supported the interface between multiple supplier executives – Pioneer was dependent on the efforts of multiple external suppliers and managing the interfaces with their executives represented a significant time commitment for the CIO. We regularly advised on effective management of these interfaces and proposed the creation of a regular Suppliers' Forum which built trust and simplified policy discussions by bringing the relevant parties together.

Business sounding board – In addition to the above, Square Peg associates acted as a general sounding boards allowing the CIO to test and experiment with problems and solutions in a confidential and risk-free environment.

Results

Following the successful launch of Project Pioneer's phase I the CIO's performance as a strong and effective leader was formally recognised. She was promoted to a Board position and asked to assume the additional role of Human Resources Director. She was also identified as one of the UK's top 10 CIO's by Silicon.com.

The Challenge

Birds Eye Iglo Group's CIO was a newly appointed external hire. Her remit was to deliver what was seen as a large IT project to ensure BEIG's systems independence from its erstwhile parent.

The programme carried significant budgetary and business risk but there was a challenge to convince the business to take ownership of the massive executive and organizational change required for true independence

The project was dependent for success on multiple new suppliers .

In addition, BEIG had very few people in IT roles, requiring the CIO to staff up swiftly.