

Press release

Outsourcing is the ultimate change programme, Celerant Vice President tells FT conference

London, 28 April 2008 – Speaking at the Financial Times [‘Global Outsourcing and Offshoring 2009’](#) conference, **Cathy Johnson**, [Celerant Consulting’s Vice President, Analysis](#), said:

“Outsourcing, and particularly offshoring, projects are the ultimate change programmes. To ensure that they are successful, leaders need to ensure they embed behavioural change within all the employees involved. These people will undergo an emotional journey through the change process, which can be uncomfortable at times, and they need to fully supported throughout.

“From the outset, companies need to be absolutely clear on what they want the outsourcing project to achieve. Mostly, the main driver is cost optimisation. In the current climate, senior executives are under major pressure and often jump to solutions before working through the options. Outsourcing and offshoring projects need to be seen in the broad context and not just viewed as a way to reduce overheads. Ultimately processes and systems should enable employees to serve the customer, not the other way around.

“To successfully deliver an outsourcing project, leaders need to visibly show their commitment to the change process and secure the support of people at all levels of the business. This is particularly important amongst mid-level managers who, despite being at the sharp end leading the project, are often only involved once it is underway. All outsourcing programmes should have clear milestones and goals, with progress clearly communicated to all relevant internal and external audiences. A key to making the change happen is building the right capability within the target and current organisations; simply handing over responsibility to an internal or external change group will not deliver a sustainable result.

“Change is never simple but if it is properly planned towards a company’s business objectives, and well executed, then it can deliver real value in these challenging times.”

Celerant has worked on numerous change programmes, including a number which involved the outsourcing / offshoring of clients’ functions. Over the last 12 months the company has conducted surveys into [change management with the EIU](#) and [outsourcing within the chemical sector with ISIS](#).

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For more information or an interview with Cathy, please contact Enda Joyce at hanover on 020 7400 4480 or Lisa Smith at Celerant on 020 8338 5065.

Notes to Editors:

About Celerant Consulting

Celerant is the largest independent global firm working in the operations management sector of the consulting market. It delivers operational transformation and helps leading companies worldwide achieve and sustain world class performance from their business operations.

Celerant's difference is simple: it believes that once it has fixed a problem for a client, it should stay fixed. The essence of Celerant's approach is that its consultants work side-by-side with people in the front lines of business – from the boardroom to the shop floor – to ensure the delivery of sustainable and measurable benefits. Celerant embeds long-term behavioural change into the culture of its clients' organisations – the key to sustainable change – a unique approach called Closework®.

Last year Celerant delivered over €600m/\$1bn in annualised sustainable savings to its clients and over the last 20 years it has become the largest independent firm of business operations consultants, with annual revenues of over €110/\$170m in 2007.

For more information visit www.celerantconsulting.com