New Tech Leaders

Right-sizing the pyramid in a rapidly aging technology organization takes time, commitment, and creativity.

THREE BRIDGE

⚡ : BOOM LAB

Our client, an international manufacturing conglomerate with operations in more than 65 countries, had two primary needs:

1) Consulting support for a global SAP implementation, and;

2) Development of the next generation of IT and Business leaders, particularly from resources not traditionally engaged in IT, including women in STEM careers.

Through a close partnership over 6 years, we jointly crafted a series of solutions that combine our **Talent**, **Training**, and **Advice** through **Boom Lab**, our emerging talent division.

We implemented a **custom recruiting model** to identify candidates most likely to succeed in a fast-paced project environment. This included availability to work nights and weekends, as well as foreign travel and language experience.

Specific **training for key SAP modules** was built in to our 2-week training camp, and additional education was added for key roles like Trainers, Quality Analysts, and Release Managers.

We designed a **right-to-hire program**, including contract changes that allowed for permanent job offers to come as early as one year after the start of an assignment. As a result, dozens of consultants have accepted full-time offers, many of whom are already in leadership positions at the client.

- 125+ Consultants over 5 years
- $2.4M in total savings over Big 5 firms
- 20 perm conversions into emerging leader roles
- 9 international implementations
- Over 200,000 hours delivered
- Example roles
  - 23 SAP Functional Analysts
  - 13 Training Coordinators
  - 5 Master Data
  - 28 PMO Managers
  - 17 Quality Analysts
  - 5 Test Supervisors
  - 8 Release Managers
  - Others

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The Problems

1. **Over-Procurement:** Senior people doing junior work meant dissatisfaction and out-of-control costs.
2. Long-standing reliance on global Big 5 firms kept **bill rates at almost $200/hr.**
3. No recruitment for key junior IT roles. **No local junior IT talent.**
4. Minimal succession planning and recruiting resulted in a **lack of internal IT future leaders.**

The Solutions

1 We identified key junior-level tasks and restructured roles and responsibilities so senior people could focus on senior work. Job satisfaction soared.

2 Focus on junior resources and a balanced pyramid brought blended rates down by over $65/hour in most cases. Over time, project savings rose to millions of dollars.
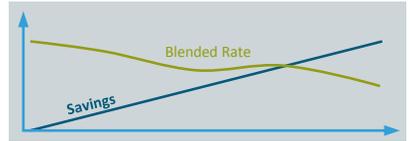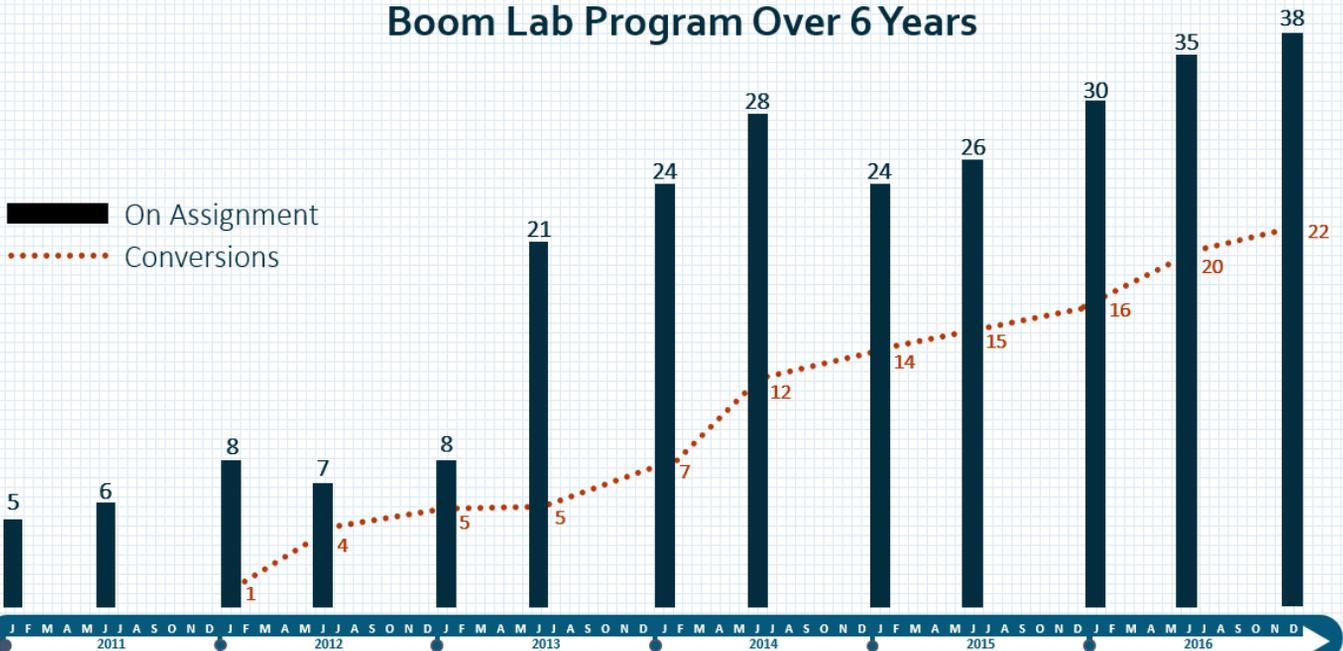
3 IT-specific recruiting plan added three new undergrad programs to our recruitment reach. That, plus customized training in core IT competencies, ensured that the client would have a wide variety of talent available for years to come. Joint planning guaranteed the right consultants in the right assignments.

4 Custom right-to-hire program built just for the client has resulted in over Over 50% of our consultants accepting offers in the last 5 years.

Boom Lab Program Over 6 Years

Legend:
- On Assignment
- Conversions

On Assignment values by year:
- 2011: 5, 6
- 2012: 8, 7, 8
- 2013: 21
- 2014: 24, 28
- 2015: 24, 26, 30
- 2016: 35, 38

Conversions values: 1, 4, 5, 5, 7, 12, 14, 15, 16, 20, 22

Timeline: J F M A M J J A S O N D (2011, 2012, 2013, 2014, 2015, 2016)

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Spotlight Consultant

Before graduating from the University of St. Thomas, Jen C. held an internship as a Program Coordinator where she developed a love for Project Management. After graduating with a degree in Psychology and Business, she interviewed at Boom Lab, Target, and UnitedHealth Group, ultimately choosing Boom Lab because of our commitment to training, career development, and our long list of Fortune 500 clients.

Jen's first assignment was at an international financial institution where she helped with program-level status reporting, risk and issue management, and some light budget work. As a first-time Project Coordinator, she eased into her responsibilities but ultimately ended up managing budgets of over $1MM.

Following that project, Jen was assigned to an international manufacturing client as a Release Manager for an SAP implementation in Poland. Though her 5-person core team was small, her extended international team reached upwards of 75 people—that's a lot of time and money to keep track of. Their implementation went well and, almost immediately following, Jen received a job offer from the client.

Jen C.   IT Project Manager

> " I always knew I was interested in Project Management, but wasn't sure about Technology. After two successful projects with Boom Lab, I was hooked! "

Though she felt tied to Boom Lab after a nearly 3 year career with us, she ultimately opted to accept the client's offer and join their team as a Portal Lead—a position typically held by employees with 10 – 15 years of experience. Jen became their youngest Portal Lead by far.

Since converting, Jen has gone on to gain her Certified Associate in Project Management (CAPM) and has been promoted once.

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Talent, Training and Advice