

case study

Interim Management In Action

Interim Project Manager helps Océ improve operational performance by 30%



About Océ

Océ is one of the leading providers of document management and printing for professionals. It offers office printing and copying systems, high speed digital production printers and wide format printing systems for both technical documentation and colour display graphics. The company is also a leading supplier of document management outsourcing.

The Challenge

Océ won the printing contract for leading UK insurance group BGL in early 2011. BGL prints over 25,000 insurance documents and certificates daily for customers and one of the biggest requirements of the contract was for Océ to take over and manage BGL's printing processes.

To do this, Océ required an experienced project and operations manager with an in-depth knowledge of the print industry however, with resources stretched and without anyone with suitable project management experience internally, the company decided to recruit an interim manager.



The company wanted a qualified interim project manager with experience in the sector, able to deliver a smooth and seamless transition of the printing services thus ensuring no disruption to the services BGL provides to its customers.

The company approached award-winning Interim Provider Russam GMS who recommended interim Tim Dyer. Tim has over 20 years of operational and commercial improvement experience in sectors including

automotive, print, steel and white goods in the UK and Europe. He had also spent three years as Group Operations Director for BemroseBooth Limited, a specialist security printer, so had relevant experience of the print industry and the processes involved which ensured he'd be able to hit the ground running and deliver results quickly.

The Assignment

Within a week of meeting and discussing the position with Russam GMS, Tim started work for Océ in May 2011 with a deadline date of 1st of August for all the printing processes to be transferred from BGL to Océ.

Tim's first important role was to oversee the due diligence process; checking that the tender document information was accurately reflecting reality within the operation. Secondly, Tim needed to pull together a cross-functional team of BGL and Océ employees to work together and ensure that the transfer of knowledge, processes and printers to Océ was seamless. This involved pulling together a detailed project plan using Microsoft Project tracking tool and holding weekly review meetings with all parties.

The project touched all areas, such as renegotiating new prices with suppliers, removing the existing print machines and replacing them with new Océ 5160 print machines, defining and implementing a new IT network with the associated hardware and software system, whilst achieving the daily production needs. Tim's strong organisational and project management skills ensured the project remained on track and that all actions were completed within the agreed timescales and within budget.

From the handover date on August 1st, Tim was also responsible for the day-to-day running of the site as well as project managing

the implementation phase of the project until a permanent appointment was made. Weekly governance meetings ensured that the transfer was going smoothly and that Océ was meeting the Service Level Agreements. His final role was to handover the site to the new replacement.

Tim comments; 'My time spent with Océ was both a productive and enjoyable experience with a good outcome for both Océ and BGL. BGL had successfully outsourced their printing function into the hands of a printing expert, and Océ had integrated the BGL business with no disruption.'

"...the project remained on track ...within the agreed timescales and within budget."

Tim was placed for five months as Interim Project Manager and from the handover date on August 1st there was an improvement of 30 percent in output with respect to the amount of documents being despatched on Day 1 - a key performance indicator for the customer.

Steve Berney, Business Group Director for Océ said: "Tim's industry knowledge combined with his project management expertise enabled the seamless transfer of BGL's printing operation to Océ on time and within budget. What's more, the combination of his successfully renegotiating our service contracts, introducing new machines and processes has saved us money and improved productivity and performance."