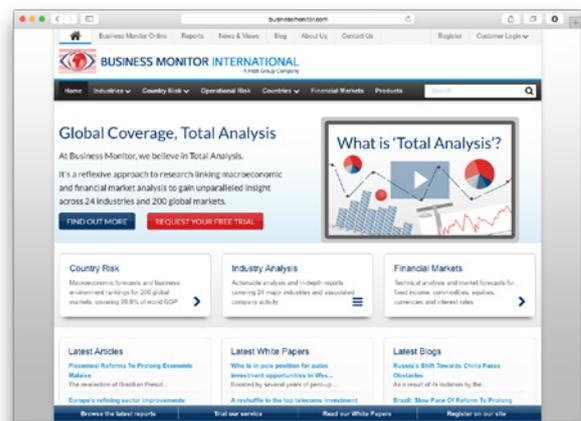# Redevelop BMI's existing, outdate, core technology infrastructure, improve staff support, plan and implement a medium- and long-term technology roadmap.

Effective, well-managed technology is understandably critical for the industry-leading publisher of proprietary business data across the globe – CG Consultancy were the perfect match to ensure smooth redevelopment and secure, reliable planning.

The Company

BMI is the industry leader for publishing proprietary data, analysis, ratings, rankings and forecasts covering 175 countries and 22 industry sectors across the world. It is headquartered in the City of London with offices in Singapore and New York and provides its clients with highly accurate, reliable and reputable data 24 hours a day.

Any Questions? If you want to know more or find out how we can help you, call us on **01962 658 090** or email **info@cgconsultancy.com**

CG Consultancy

The Problems

CG Consultancy worked with BMI to identify a number of issues which were either causing immediate problems or might do in the future:

- The existing core technology infrastructure had become outdated and was in need of replacement – instead of the repairing and patching up which had become commonplace

- Make sure any changes are robust enough to secure not just launch but also the predicted rapid business growth

- Internal project delivery mechanisms were inefficient and led to delays and cost spirals

- The IT helpdesk and service for internal and external customers was inefficient and unmeasured

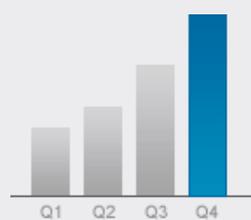- Solid plans for future growth and technology management were vague and undefined

The Solutions

An 18-month period saw CG Consultancy undertake and successfully deliver the following solutions:

- Assign an interim Chief Technology Officer (CTO) to implement technology strategy and guidance at C-level (board / executive stakeholders).

- Deliver an initial technology plan and short-term roadmap aligned to business objectives.

- Assign a full-time Technology Infrastructure consultant to BMI to manage short-term emergency projects.

- Upgrade the existing business critical Novell platform, replacing hardware and implementing a disaster recovery policy.

- Manage the external recruitment processes for the permanent Head of IT position and permanent Chief Technology Officer position.

- Manage the procurement of a new company-wide subscription -fulfilment platform (THINKSubscription), including:-
  - the migration of the existing legacy subs system
  - external vendor selection
  - new system implementation
  - data migration and testing (to include accounts / general ledger reconciliation)
  - staff training and handover

- Compile a full review and plan for BMI's internal software delivery capability, including:-
  - restructuring the development team
  - implementing Agile methodology
  - creation of short-term project delivery plan
  - introduction of BMI Programme Office with formal project governance (PRINCE2)
  - reporting to business stakeholders

- Review external audit points, replace legacy systems and implement industry-recognised accounting (NetSuite) and CRM systems (Sales Logix).

- Assign a full time, short term 18-month position, Technical Project Manager Consultant to run business critical internal software projects and managing internal developers and BMI's offshore development capability.

- Conduct a thorough in-depth audit of the editorial thru-production process. The results identified a number of initiatives to be undertaken by CG consultancy. These included:-
  - forming a task force to trial a pilot project
  - project management of the pilot concept and board level reporting of results
  - subsequent roll-out of pilot to live business users
  - documenting an RFI/ RFP for industry recognised editorial CMS
  - staffing plans detailing restructure and additional hires

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The Results

The successful implementation of the short- and medium-term plans with CG Consultancy's interim CTO, Development Manager and Technology Infrastructure consultants was ensured through rapid delivery of effective projects. BMI now has permanent key staff and a robust, scalable technology platform which will withstand the company's future growth.

Key results came from some specific implementations:-

- Replacement and retiring of outdated legacy systems

- Adoption of the Agile methodology to improve project teams' efficiency

- Introduction of recognised ITIL standards for the IT helpdesk for continuous improvement and measurable results

Finally, a due diligence report from PricewaterhouseCoopers shortly after the work was completed resulted in a significant investment in BMI from Spectrum Equity Investors; simultaneously validating the strategic and short-medium term IT work carried out by CG Consultancy.

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