

# specific

people : projects : progress

Successful integration of four UK tech companies, managed with minimal impact to the business as usual operation and delivered on budget, within agreed nine month timescale.

## CASE STUDY

### The Client

Pulsant is one of the UK's largest providers of Colocation, Cloud, Managed Hosting, Managed Networks and Managed Application services. It has a turnover of approximately £31m, 170 staff and 10 'state of the art' data centres across 5 different UK locations, plus data centre space in New York, Amsterdam and Hong Kong.

### The Challenge

Pulsant is the new brand born out of the successful integration of four companies when BlueSquare Data Services, DediPower and Scolocate Managed Hosting Services were acquired by Lumison. Whilst operating within the same sector, these businesses delivered the same solutions but in slightly different ways.

The challenge was to build a single business with a unified set of propositions, processes and systems all underpinned by a new, harmonised organisational structure.

### The Solution

Given the workload across the four successful business, the decision was taken to bring in an external project Manager, able to bring objectivity, focus and clear direction to the project. Following a market review, Specific was chosen for its track record of successfully delivering similar projects on time and within budget. The ability of Specific to work with the board, to ensure buy-in across the business at every level was also recognised as a key strength.

A business of this size might more usually attempt an integration project utilising internal resources, but this project needed very specific project management skills and experience which aren't typically available in most businesses, because they are only needed occasionally.

Another factor in the decision to outsource was the how busy the management team were leading the integration activities and running the business. Very early on in the acquisition stage it was realised that the integration needed project management resources which had sufficient time to dedicate to running the project.

The management team engaged Specific and immediately felt confident that project would be successful and delivered within the agreed 9 month period. It was important to keep to the strict timetable and avoid the increase in costs associated with overrunning projects.

The first step in the process was a meeting with each of the departmental directors, to understand what they expected to achieve from the integration. The best way of working with each department was then agreed, as a major strength of Specific is the ability to tailor the approach to the client, rather than bending the client to a 'one approach fits all' methodology.

The Specific Project Manager helped build and agree detailed plans with the Directors (and their teams) that took into account the workload and resources available to those departments throughout the life of the project.

### The Benefits

Ultimately the project achieved the required results, with no costly overrun. The integrated business has since gone from strength to strength, growing sales by 60% and appearing in The Sunday Times 2013 Tech Track 100 league table for the first time.

For a detailed discussion about how Specific will deliver the progress you require from your next project, please get in touch:

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*"These acquisitions were undertaken for growth and to add capabilities, not primarily for cost savings. It was essential throughout the integration to maintain a business full of busy people, continuing to do what they do best. We didn't want individuals distracted attempting to manage the delivery of this integration project. We wanted to conclude it as quickly as possible, as we had already identified the benefits of quickly transitioning the integration into business as usual."*

**Mark Howling**  
CEO