

## Managing people to get the job done well



### Client

APCOA is Europe's largest full service parking management company. It operates across 17 countries in Europe and is responsible for over 1.4 million parking spaces.

### Goals

- ◆ Deploy a new UK-wide procurement system
- ◆ Migrate a newly acquired business to APCOA UK's existing financial systems
- ◆ Complete both projects within a fixed timescale

### Charteris' Role

- ◆ Specify a suitable new procurement system
- ◆ Manage both the financial migration and the implementation of the procurement solution
- ◆ Ensure that the two projects go live on deadline

### Results

- ◆ A robust procurement system capable of meeting the company's current and future needs
- ◆ Strong project control and team management throughout
- ◆ Both projects completed on schedule and in line with business requirements

**Following its acquisition of a large competitor, APCOA UK needed to establish a single financial application and deploy an effective procurement system for its newly enlarged business. There was a lot to do - and very little time in which to do it. APCOA UK appointed Charteris to focus two different teams on two very specific goals. Both projects were accomplished successfully, on schedule.**

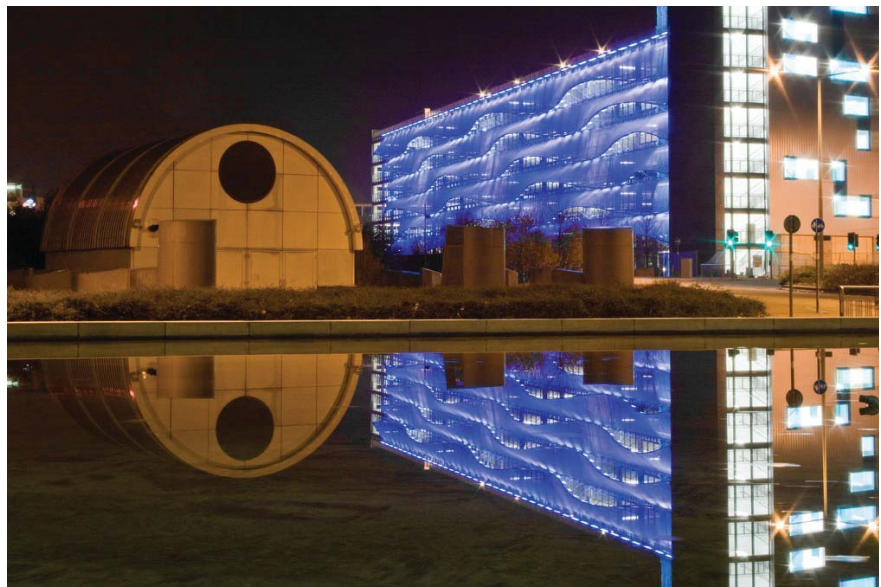
APCOA is already the biggest parking organisation in Europe, but continued growth remains firmly at the top of its business agenda. The company actively pursues opportunities to expand through acquisitions and, in 2007, APCOA strengthened its leadership position considerably with the purchase of Central Parking Systems (CPS). This move created a wealth of opportunity for the European business as a whole, but in the UK region it also created a number of business challenges.

Firstly, APCOA UK needed to migrate the new business onto its existing NaVision accounting systems. CPS was still dependent upon its former parent company in the US for its financial applications, and under the terms of the purchase, was only able to continue using these applications until the end of the year. This critical milestone was rapidly approaching.

In addition, APCOA UK wanted to deploy a brand new procurement system for the entire business. The system used by CPS was going to be withdrawn at the same time as the financial applications, and APCOA UK's own system was in urgent need of modernisation.

John Crichton, Finance Director at APCOA UK, had worked with Charteris before and asked the firm for assistance with both projects. "I knew that Charteris' consultants had the ability to get to grips with the size and complexity of the task," he says.

There was a huge job to be done - and it had to be done well or the business would suffer.





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**John Crichton,**  
Finance Director, APCOA UK



### A rational approach

APCOA UK needed to move quickly on both projects. Prior to contacting Charteris, the company had made slow progress towards achieving its goals, and time was running out. “The longer it went on, the more difficult it was getting to make the transition,” says Crichton. “Charteris’ role was to make it happen.”

Charteris immediately took command of both projects. The consultants reviewed APCOA UK’s requirements for a procurement package and helped the company to source an appropriate solution that could be implemented within the available time. APCOA UK selected Proactis. Charteris then handled all day-to-day communication with this software vendor, and planned and managed the implementation.

At the same time, Charteris also created a training programme and arranged for over 200 employees to receive full instruction in the new procurement package and related processes. Finally, Charteris planned the swap-over in detail, to make sure that purchase orders that had been raised in the old system could be fulfilled in the new system. “Charteris looked after the whole project, from A to Z,” says Crichton.

For the financial application migration, Charteris fulfilled a similar project management role. The technical aspects of the migration were handled by a third party IT services company, but Charteris oversaw the entire project and ensured that it stayed on schedule. “Charteris is good at managing people and getting the job done, even when it is very complex,” says Crichton. “The consultants take a very measured and rational approach to the planning and management of projects.”

### A real depth of experience

Both projects were completed on schedule. The former CPS business migrated to the NaVision financial solution and Proactis procurement system before the cut-off date for its existing systems. Then, the rest of APCOA went live with Proactis, as planned, three months later. APCOA UK now has a single financial solution and a modern, integrated procurement system across its entire UK business.

Thanks to the comprehensive training provided, employees have adapted well to the new systems. Crichton says: “Charteris seems to have a very good knack of getting the message across to people with different IT and functional skill levels. The consultants put people at ease.”

APCOA UK is certain that the project management services provided by Charteris contributed strongly to the success of both projects. Indeed, it has asked Charteris to manage an upcoming new initiative to improve financial and business processes. “Charteris’ project management skills add real value,” says Crichton. “The consultants understand tasks and how to manage them well. When they give a deadline, they invariably stick to it.”

He concludes: “I have always had a positive experience working with the Charteris consultants, and it is comforting knowing that there are many layers of expertise within the firm that we can call upon if needed. Charteris offers a real depth of experience.”

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**Business specialists who speak IT**  
**IT experts who think business**



### About Charteris

Charteris delivers greater customer focus and business efficiency through seamless business and IT consulting. Our unique blend of ‘business specialists who speak IT and IT experts who think business’ ensures that clients receive seamless solutions that deliver competitive edge.

Leading public and private sector organisations draw on our deep experience to help them improve performance and reduce costs. Our services include [Customer Centric Business Change](#), [Microsoft Dynamics](#) solutions and other advanced solutions based on the full spectrum of [Microsoft Technologies](#) and associated technologies.

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