

# VIRTUAL PMO

Quorum Cyber

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# Delivering Project Management Office and Professional Services maturity as part of rapid organizational growth

## Introduction

Quorum Cyber, born in 2016 and with headquarters in Edinburgh, are a specialist Cyber Security services organisation. They serve customers globally a collection of simple, clear and innovative Professional and Managed Security Services.

The business has seen an explosion in growth over the last 18 months and have ambitious goals for the future, they needed to mature their project and service delivery processes quickly to facilitate this. Aligned to this Quorum are very clear that customer satisfaction is at the heart of everything they do and their highest priority. The most critical part of this engagement would be to ensure that whilst change was designed and delivered the Quorum Cyber customers were at the core of all decisions made. The end result must deliver improved service to their clients as well as the critical internal improvements and resulting business efficiencies.

Quorum Cyber identified a need for Speculo Consulting to provide an Interim Head of PMO and associated Project Resources to review the existing processes, develop and embed new and continue to offer exemplary levels of service to clients as this programme of change was being delivered.

## Objective

The project aims to equip the Quorum Cyber with an effective Project Management Office that delivers right sized Governance, Reporting, Communication,

Resourcing and Financial Management facilitating rapid business growth.

## The Challenge

It was quickly ascertained that the Leadership team did not have full and clear visibility of the projects being delivered, both internally and to their customers. Resource scheduling was not formally in place and this led to not only sporadic customer satisfaction and communication issues, but also lack of clarity on utilisation and resource effectiveness. The business carried a risk that revenue and margin was being impacted and it was of paramount importance that this risk was assessed and managed.

As a result of lack of Portfolio view, delivery risk was not monitored, managed or foreseeable and frequent issues were having to be dealt with at very short notice. The senior leadership team were involved in addressing these issues, often dealing with customers personally, with limited information. It was clear that these should be dealt with earlier and ensure the senior team were freed time to concentrate on strategic objectives at a key time of expansion.

Finally, the internal Quorum Cyber IT infrastructure and associated operational support needed to mature to support efficient working and an expansion of team members. Internal project processes needed streamlining to assist in delivering improvements quickly and efficiently ensuring they were aligned to the wider business growth objectives.

## Key Deliverables

- **Portfolio Management.** Ensure all delivery work was recorded, understood and managed. This would facilitate prioritised decision making and improve customer satisfaction.
- **Resource Management.** Understand current and future workloads to ensure profitability was known and resourcing and recruitment decisions were made based on real data
- **Project Delivery Methodology.** Create a bespoke delivery and governance model that meant customers would receive a repeatable and familiar experience. Delivery timescales should be accelerated, time to billing reduced and risk mitigated.
- **Financial Control.** Implement robust process to schedule, record and capture billable activities.
- **IT Infrastructure.** Assess and consolidate software tools that grown organically and were duplicated and distributed. This would drive productivity, cost efficiencies and operational effectiveness.

## The Solution

The solution was to undertake initial Maturity Assessments of both the Project Delivery and Professional Services functions to ascertain their current capabilities, mapped against the desired strategic goals, and create a phased approach to achieving these. The senior leadership team could then visualise where the greatest value would be gained and allocate budget and resources accordingly. An interim Head of PMO from Speculo was assigned on a fractional basis, meaning Quorum Cyber understood resourcing costs and could easily manage the value being drawn from the engagement. Further PMO resource including Project Managers and Project Coordinators were utilised from the Speculo team to improve customer experience and project delivery whilst changes were being

implemented. This ensure the goal of managing change effectively whilst ensuring customer satisfaction was high was maintained in a cost controlled manner.

Project Governance was created and implemented that was proportionate to the Quorum Cyber needs. A bespoke methodology was created by tailoring the P3O, Prince2 and SCRUM frameworks ensuring relevant controls were introduced whilst agility was retained. Individual engagements were tracked for revenue and profitability and customer engagements had their scope managed closely thanks to the implemented Project Governance model.

A Resource Management tool was selected and quickly adopted following an initial requirements gathering amongst the key Quorum Stakeholders. This tool allowed the business to quickly understand work load across the teams, see constraints and manage issues. It also provide critical management information around Utilisation and Revenue and importantly provided much needed foresight into recruitment planning.

To close out the engagement Speculo assisted Quorum Cyber in recruiting permanent employees to take over and run the newly implemented Project Management and Professional Services functions. Roles and responsibilities were transitioned over a suitable period with Speculo providing knowledge transfer and support for the new starters. Speculo remain involved in improvement initiatives with Quorum Cyber as strategic advisors and continue to provide resource to deliver internal and customer projects on their behalf.

## The Outcome

During the period of the engagement with Speculo the professional services and project delivery areas of the Quorum Cyber business doubled in size and the process and governance put in place grew with that to continue to deliver excellent customer service and satisfaction. Quorum Cyber now have the framework to grow further and faster knowing the in house capability is fit for purpose. Some key benefits delivered for Quorum Cyber include:

### Key Benefits

- **Improved Customer Satisfaction** – by implementing a central Delivery function to cover Project Management, Professional Services and Managed Services a Single Point of Contact for customers and internal team members was established. This improved communication and increased customer satisfaction.
- **Increased Revenue** – by tracking Time and Materials work more effectively, and introducing improvements in how this was sold and scoped, Professional Services revenues increased by approx. 35% month on month
- **Profit Margins Increased** – in ensuring Resources were effectively deployed

based on skill and availability margin was maximized

- **Informed Recruiting Decisions** – gaining the ability to understand workload in detail, forecast months ahead, the guesswork in when and where to recruit in building the team was removed. Incoming Revenue forecasts could be plotted against ongoing staff and recruitment costs to provide accurate roadmaps for increases in head count.
- **Flexible Resourcing** – By retaining Speculos service across Programme and Project Management Quorum Cyber are able to flex their team up and down in times of demand by using Speculos highly skilled resources on a PayG model. They can consume as little or as much as they need allowing them far greater flexibility whilst driving great efficiencies in their professional services financial model, increasing margins further.
- **Reduced Internal IT Operational Expenditure** – the internal projects identified, initiated and undertaken by Speculo with Quorum Cyber lead to consolidation of existing systems, selection of new and scalable tools which in turn lead to reduced Operational overhead from both a cost and effort perspective.

"As a customer-obsessed company, we knew we couldn't afford a single avoidable mistake in the delivery of our services. Instead of organically building a PMO function over time, we needed a solution that would enable us to accelerate 2 years of internal growth in 2 months.

Within two weeks of engaging Speculo we had seen more improvement in our PMO function than in the two quarters prior.

The team at Speculo demonstrated both great technical knowledge and, more importantly, an incredible adaptability that enabled them to fit right into our "scale up" culture – delivering a true partnership that accelerated our growth"

Federico Charosky Managing Director – Quorum Cyber