



DIGITAL EQUIPMENT CO. LTD.
NATIONAL BANK OF UZBEKISTAN

“...key project for our success in Central Asia”

“Managed an international team”

“...considerable cross-cultural issues”

“handled with skill, tact and understanding”

Situation:

The National Bank of Uzbekistan required a computer system that would allow them to deal in global markets and bring their internal systems in line with Western standards. They chose Digital Equipment to provide all of the necessary hardware and software and related training. Digital described this assignment as “a key project for our success in Central Asia”.

Client requirement:

Digital asked *The Solutions Organisation* to provide a project manager to oversee the entire systems integration effort. This entailed managing a Digital team that was drawn from many countries including France, Germany and Russia as well as the UK. In addition it was required that all of the sub-contractors (in particular the major software provider) be managed to help achieve all of the requirements of the National Bank.

Solutions:

As the project developed it became clear that the technical challenges were going to be considerably less demanding than the cultural and organisational ones. There were considerable cross-cultural issues to be overcome - managing differing styles of working and setting expectations of all parties accordingly. In addition it became clear that the Bank needed to undergo major organisational restructuring to allow it to work in a Western style and gain maximum benefit from the new systems. In order to meet the challenges of the project the main software provider was asked to significantly increase their resource commitment to the project.

Outcomes and Benefits:

Digital described *The Solutions Organisation* as having handled this challenging project “with skill, tact and understanding”. Digital were able to leave all project management issues with the *TSO* consultant thus freeing their own resources for other projects. The *TSO* consultant spent a good deal of time on-site in Tashkent and minimised the amount of time that the Digital account team had themselves to spend in Uzbekistan. The technical background of the consultant also meant that many minor technical issues could be solved on the spot without the need to involve remote diagnostic help. This not only speeded resolution but helped maintain the relationship with the Bank.