

BENTLEY MOORE EXECUTIVE



**Technical Refresh
Troubleshooting Services**

Technical Refresh Troubleshooting Services

Introduction

Organisations and businesses operate through a combination of business-as-usual activities and deliberate programmes of change and transformation. Business-as-usual ensures continuity and stability, while change and transformation initiatives enable strategic growth, operational efficiency, and profitability. These activities are delivered through complex projects and programmes that span people, processes, technology, services, and operations.

In such environments, technology is both an enabler and a dependency. As organisations evolve, the technology landscape must be continually refreshed to maintain performance, compatibility, and competitiveness. This involves infrastructure upgrades, system migrations, software modernisation, and service transitions—each of which carries risk, interdependencies, and potential disruption.

Even well-planned technology refresh programmes can encounter significant issues. Interoperability challenges, unforeseen dependencies, misaligned sequencing, and gaps in governance can jeopardise delivery timelines, service continuity, and operational stability. When these challenges escalate, they require intervention from experienced troubleshooters who can quickly diagnose, isolate, and resolve complex, multi-domain problems.

Our Tech Refresh Troubleshooting Services provide precisely this capability. We address issues holistically across the organisation, people, technology, process, services, operations, third-party supplier management, governance, legal compliance, procurement, contract, and commercial structures, ensuring the technology refresh achieves its intended outcomes without compromising business continuity.

Tech Refresh Troubleshooting Services

Tech Refresh Troubleshooting Services provide an expert-led capability for diagnosing and resolving complex challenges within technology refresh and upgrade programmes. These services are designed to stabilise delivery, recover control, and ensure that technology upgrades are delivered effectively across the enterprise.

They address issues that may arise in hardware, software, infrastructure, cloud migration, or end-user computing environments, where interdependencies across systems, suppliers, and services create challenges that exceed the scope of standard programme management.

By applying a structured, cross-domain approach, our Tech Refresh Troubleshooting Services restore programme integrity, align delivery activities with organisational objectives, and protect the continuity of business operations. They are applicable to all industries and sectors and can be deployed at any stage of a technology refresh lifecycle.

The Challenge

Scenario 1: Private Sector – Technology-Driven Organisation

Consider a large private sector organisation operating in a highly competitive, technology-intensive industry. The organisation is executing a multi-year technology refresh initiative to upgrade its infrastructure, applications, and service landscape.

The programme includes partial outsourcing of services, hybrid cloud integration, and the migration of several hundred business applications, some developed in-house and others third-party or cloud-hosted.

The organisation's internal teams are highly skilled technically but lack the cross-functional capability required to synthesise and manage the complex interdependencies between technology, processes, people, and governance. The refresh involves simultaneous changes to core systems, cloud architecture, and user environments, each of which has downstream impacts on operations, customer services, and compliance.

As the refresh progresses, issues begin to emerge. Legacy dependencies are overlooked, integration challenges between new and old systems arise, and sequencing errors in deployment cause instability in production environments. Some cloud services fail to integrate cleanly with on-premise systems, and supplier handovers are mismanaged. The result is disruption to operations, performance degradation, and growing stakeholder concern.

Internal escalation mechanisms prove ineffective because the problems cross multiple domains. Attempting to troubleshoot internally compounds the problem, as teams focus narrowly on their own technical areas without addressing the broader organisational interdependencies. The delivery environment becomes fragmented, with escalating costs, missed deadlines, and reputational risk.

In this situation, Tech Refresh Troubleshooting Services provide the independent, structured expertise required to regain control. The Troubleshooter assesses the full delivery landscape, isolates root causes, redefines governance, and restores programme alignment across all affected domains.

Scenario 2: Public Sector – National-Level Technology Refresh Programme

Now consider a central government organisation delivering a multi-year technology refresh initiative across its national operations. The programme involves upgrading end-user devices and software (end-user computing), as well as modernising back-office server infrastructure to mitigate software, hardware, and platform obsolescence.

The change affects tens of thousands of users across England, Scotland, and Wales, supported by multiple third-party suppliers. Tier 1 suppliers provide core systems integration services, Tier 2 suppliers manage software platforms, and Tier 3 vendors deliver niche technical and support services. The refresh must be delivered without disrupting critical public-facing services, many of which operate continuously.

However, as the programme progresses, issues become apparent. The incumbent suppliers lack visibility of the end-to-end delivery picture and fail to anticipate the

cascading impacts of technical upgrades across user groups and service tiers. Device refresh schedules conflict with system upgrade cycles, software patching introduces instability, and coordination across vendors breaks down. The organisation experiences delays, service degradation, and rising costs.

Internal staff, though knowledgeable in their operational areas, lack the cross-domain troubleshooting expertise required to coordinate and recover such a complex, multi-supplier environment. Attempts to manage the crisis internally risk worsening the situation, as siloed decisions fail to address the interconnected nature of the problems.

In this context, Tech Refresh Troubleshooting Services provide a vital bridge between the client organisation and its suppliers. The Troubleshooter acts as a central diagnostic and coordination function, identifying the sources of instability, rationalising delivery sequencing, establishing a governance and communication framework, and ensuring that vendors deliver in alignment with business priorities.

How We Can Help

Our firm has extensive experience providing Tech Refresh Troubleshooting Services across complex, multi-vendor environments in both public and private sectors. We have successfully diagnosed, stabilised, and recovered large-scale technology refresh programmes and in-crisis operational environments valued in the multi-millions.

We bring a cross-domain perspective that integrates organisation, people, technology, process, services, operations, third-party suppliers, contract and commercial management, and governance. This ensures that all dimensions of the refresh are considered together, enabling a structured, holistic approach to resolution and delivery.

Our engagement approach is adaptable and responsive to client need:

- **Early Engagement:** Providing diagnostic assessment and readiness assurance before a technology refresh begins.
- **Mid-Delivery Intervention:** Addressing issues that arise during execution to prevent escalation and stabilise delivery.
- **Crisis Recovery:** Assuming active leadership and control where a technology refresh has already entered crisis, realigning delivery and ensuring completion.

We operate with analytical precision, independence, and accountability. Our consultants are experienced in managing the full lifecycle of technology refresh initiatives, including service transition, supplier onboarding and exit, contract novation, procurement, financial management (OPEX and CAPEX), and risk management (corporate, programme, and operational).

Where required, our troubleshooting scope can be confined to a client-defined focus area, or it can be applied enterprise-wide, addressing all interrelated functions and delivery streams.



Technical Refresh Troubleshooting Services

By combining technical depth with business acumen, we restore visibility, control, and delivery confidence across complex refresh programmes. The outcome is a stabilised technology landscape, re-established governance, and a delivery environment that achieves its strategic and operational objectives.

Our Tech Refresh Troubleshooting Services provide clients with the assurance that, regardless of industry, scale, or complexity, they have access to the expertise and capability required to recover control, restore performance, and deliver successful technology refresh outcomes across their organisation.

Contact Us

Should you wish to discuss any of your requirements and how we can help you, you can contact us as follows:

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Our Services



C-Level Advisory



Transformation



Professional Services



Staff Augmentation



Troubleshooters



As a Service Solutions



Website Services



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