

CASE STUDY

IT Project Prioritization and Management Workflow

- CLIENT PROFILE:** A leader in innovative retail banking and lending with a significant IT and application development focus. Employees- 2000+; IT resources- 250+.
- BUSINESS NEED:** Project quality and throughput were not keeping pace with the demands of the business, slowing time to market and producing less than optimal application performance and reliability.
- OUR SOLUTION:** A transparent, enterprise-wide project workflow that allows the business to make clear choices about priorities and investment, while improving IT speed and quality.
- OUR APPROACH:** Working with the client's resources, we facilitated and led cross- functional team efforts that re-conceived the way projects are managed- from chartering to operational support.

Phase I Cross- functional process design

- Creation of baseline project procedures/ processes.
- Definition and development of “to- be” processes.
- Creation of roles and responsibilities for all process steps.
- Creation of project artifacts for all critical project phases.
- Development of business communication plan for process rollout.

Phase II Implementation of new process, roles, and artifacts

- Operational training on new process- IT and Business
- Functional training on new roles and procedures
- Operational oversight through pre-established adoption period

- OUR IMPACT:** The client successfully adopted the new project workflow. All lines of business have realized:
- Single point of entry for all 150+ annual project submissions, allowing for better business- wide prioritization and investment decisions.
 - Improved time to market, with system quality increase. This was primarily driven by linking improved requirements gathering and user testing phases of the workflow.
- IT has realized:
- Reduction in budget and time overruns and the need to complete building applications while already in production.
 - Improved resource effectiveness- 100+ project resources working on the right things at the right time with a substantial decrease in re-work.
 - Improved morale for the 10 project managers, as the IT function has gained a stronger reputation for project quality and responsiveness.