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Effective Projects Ltd: Case Studies

These case studies illustrate the range of work we have carried out for previous clients. Please contact us if you would like to know more about our services and experience in a particular area.

FINANCIAL SERVICES

Client: National Building Society

Project: Enhance project and portfolio management standards

Services: This building society wished to strengthen project management processes and standardise them across a portfolio of some 100 IT-related projects to improve the efficiency of project delivery.

We reviewed the existing approach and recommended a set of quickly deployed processes to reinforce ongoing standards work, which was which highly detailed but relatively slow-moving.

Our project management consultant led a small in-house team to design and develop processes and standards, based on the Prince2 model. Critically, these were designed to maximise the benefits from the clients' established enterprise project management tool and be deployed through an existing standards repository. Over a period of approximately 4 months, a total 22 easy to use standards were developed, tested with the existing tools and rolled out, with coaching and support to project users.

Results: Ease of use and familiarity of the Prince2 model made the standards easy to deploy and familiar to staff and contractors. The more consistent approach improved management information and simplified portfolio reporting.

LEGISLATIVE CHANGE

Client: Business information services provider

Project: Implementation of major new legislation

Services: We provided an experienced interim Programme Manager to manage a £17m portfolio of projects following departure of the previous manager some 6 months earlier. The programme required wide ranging changes to business roles and processes, complex IT systems changes, data migration/transformation, training and extensive customer communication.

Essential activities were the engagement of key external stakeholders, creation of an effective communication strategy and definition of the project portfolio (dossier), which enabled the development of realistic budgets and plans.

Results: The programme was well defined and re-energised which enabled a structured handover to in-house staff.

BROADCASTING & MEDIA

Client: National broadcaster

Project: Enhance portfolio management standards and reporting

Services: Provision of specialist project and portfolio management expertise to support existing improvement initiatives including:

- Developing portfolio management standards
- Preparation for an external audit
- Enhancing executive level reporting
- Re-launching a knowledge sharing network.

Results: Improved visibility and control of the overall investment portfolio and increased capability and credibility for the internal improvement programme.

EMERGENCY SERVICES

Client: Large IT systems developer

Project: Complex systems development project for the emergency services

Services: Short-term consultancy assignment to this £100m systems development programme to review and re-design the complex programme and project plans needed to managed internal projects and multiple subcontractors, whilst providing effective internal control and customer visibility of progress.

Results: Clear road-map and model for programme office services and tools without impacting ongoing development activities.

MERGER

Client: Three government agencies merging to deliver joined-up services

Project: Merger of three separate IT systems was needed to provide an integrated infrastructure whilst maintain continuity of capabilities

Services: Management consultancy to scope the project portfolio and then define and initiate projects for execution by a large outsourced service provider. Close working with the supplier was needed to ensure they were fully committed to delivery of each project.

Results: Built excellent working relationship with the outsource provider.

TELE-COMMUNICATIONS

Client: Large systems integrator

Project: Programme definition to deliver/operate a new national mobile telecommunications service for a government department.

Services: With the programme valued at some £400m the definition phase was highly complex. We managed the complete programme initiation process over a 9 month period, including setting up the programme organisation, producing detailed budgets and plans, defining staffing requirements, job descriptions and starting essential recruitment. We also defined the key programme management controls, established a comprehensive risk management process and developed effective ways of working with principal subcontractors.

Results: Detailed definition substantially reduced programme risk allowing highly competitive pricing to be provided. The resulting deliverables were assessed as very good by the end customer.

E-COMMERCE

Client: Public sector licensing/regulatory organisation

Project: Existing licensing services were paper based, slow and inefficient. A project was needed to modernise the service, making it internet-enabled using efficient processes and replacing the existing outdated systems after migrating essential business data.

Services: We provided a Project Manager to work with the client establishing the project from inception, including setting up the project team, developing a business case and obtaining funding. We went on to manage the project which comprised three key work streams covering:

- Process analysis and redesign
- Software development
- Data cleansing and migration.

The work ending with handover to a newly appointed outsourced IT provider.

Results: Client had the services of experience project manager on flexible basis, with continuity of service maintained over 3½ years and smooth handover.

LEGAL SERVICES

Client: A legal services organisation with 350 staff

Project: The client wished to install modern financial and legal case management systems for all staff to improve both customer service and business performance.

Services: We provided a range of services to support the project using staff embedded in the client team. These services included:

- Process re-design and promoting a full understanding of the people and organisational changes associated with the new technology
- Defining systems requirements, evaluating proposals and negotiating supplier contracts
- Project management including business case development, detailed planning and status reporting.

Support levels were varied to match the needs of the project over a 2 year period.

Results: The client was able to award a robust contract to the solution provider which fully addressed organisational and process change responsibilities as well as the IT solution.

IT INFRASTRUCTURE UPGRADE

Client: A national environmental protection organisation

Project: The organisation needed to upgrading its IT infrastructure and desktop software, whilst ensure continuity of service to its nationwide offices. Existing staff had sound IT skills but there were concerns over their project management experience and the risk of disruption to services.

Services: We provided a project management specialist 1-2 days per week over a 5 month period, initially to ensure the project was soundly scoped and planned and then to provide project management coaching for the in-house project manager and assurance to the project board.

Results: The upgrade was successfully rolled-out to Head Office and 23 regional locations throughout the UK without disruption

DEFENCE

Client: Member of defence consortium

Project: Large defence communications network upgrade project

Services: In response to an urgent request from the Managing Director, we provided a Business Operations Director on a fixed 3 month assignment to fill a short-term staffing gap and introduce essential governance and controls including planning, change management and financial controls.

Results: Essential controls were introduced and the role of the company in consortium protected.

ELECTRONIC PUBLISHING

Client: A specialist publisher moving into electronic publications

Project: The organisation was struggling to update its existing range of paper publications, whilst also bringing a range of new electronic publications to market. Priorities were constantly changing and resources were overstretched.

Services: We provided an IT Development Manager over a 9 month period to recover the situation. Effective resource planning was introduced to remove internal wrangling, whilst project management processes and individual skills were strengthened to improve existing product delivery. Controls on new product proposals were introduced, to ensure they were based on a sound business case which accurately reflected the additional resources needed for delivery.

Results: Development services were maintained and improved during a period of heightened demand.

BANKING

Client: A regional mortgages and savings provider

Project: An £18m programme of software development and process re-design to modernise systems and improve efficiency

Services: An existing programme was falling behind schedule with each delay revealing underlying management problems. Through a series of critical reviews we were able to diagnose core problems and help senior management regain control. Working with the programme team and reporting at director level, we provided structured support in areas such as planning, testing and acceptance. Using reviews, identification of best practice and coaching over a 12 month period; internal capabilities were greatly enhanced allowing the organisation to deliver the programme using its own staff.

Results: Board level confidence in programme delivery was restored and the organisation was better equipped to deliver future programmes.

MORE INFORMATION

Please contact us if you would like to know more about our services and experience in a particular area.

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