

IT Transformation Implementation

Delivery Remediation & Execution of the Programme Management Office

Business Situation

A large international organization is behind schedule, has incurred significant cost overruns and is not on target to delivery planned benefits for an enterprise wide Transformation Programme charged with outsourcing all Information Technology (IT) Application Maintenance & Development activity. These issues coupled with a silo delivery approach across all projects, teams losing direction and Executive confidence being shaken results in the need for remediation of all delivery practises across the Transformation initiative.

Project Overview

Ruota Consulting was asked to assess the current programme delivery environment with a view of identifying remediation opportunities and then to engage with the Executive and different project teams to redefine scope and help ensure initiative delivery.

Solution

- Performed an assessment of the current delivery and programme structure and defined a 30/60/90 day remediation plan to get the programme back in control and on track
- Redesigned the Programme Management Office (PMO) including the governance structure reporting into the Executive, the delivery team structure, scope boundaries across all projects, delivery plans and roadmaps and risk and dependency management
- Provided project management assistance across 12 projects within the Transformation programme
- Restructured all Executive reporting practises to ensure all principal stakeholders were receiving communication and information that was relevant to making proactive decisions
- Provided ongoing Delivery Assurance reviews to help identify further and/or new areas of remediation

Benefits

- Implemented a best in class PMO that responded to Executive needs and demands in a timely manner
- Proactive monitoring of critical success factors to enable timely remediation of challenges and issues
- Strengthened delivery team project management abilities to ensure the correct disciplines and controls were adopted on all projects resulting in on-time delivery
- IT benefits were realised against the revised business plan established with Ruota's engagement