



Strategic Project Navigator™



Case Study

“IT Project Turnaround”

Operations – Fortune 100 Media

Situation

A Fortune 100 Media Company was preparing a nationwide launch of Co-Branded Credit Card rewards program. A consulting group was hired and was leading the existing team. However, relationships with both the internal clients and external partners were deteriorating. Multiple areas within the program were running behind schedule and there was considerable concern about the ability to meet the launch date. Ten lines of business and 35 internal systems were directly involved in the project as well as a major bank and 3rd party systems provider.

Opportunity

Provide the leadership to immediately reverse operating problems and meet program goals.

Approach

Our associate was brought in as program director. The program was reorganized into distinct areas with clear lines of responsibility and accountability, including a central project management office with an integrated testing support group, a business intelligence and reporting group, and a call center group. Credibility was rebuilt with external and internal partners by having frequent informal touch points with other key executives as well as by establishing formal status and issues review team sessions. Communication was further enhanced through consolidated scorecards and regular executive updates.

Result

All project streams were completed on or before schedule. Summary results were available on a daily basis providing immediate course corrections and maximizing business opportunities. The widely publicized rewards program launched on schedule realizing multi-million annual returns.

“This has to be the best managed cross-division technology project this company has ever seen.”

VP – Corporate Brand Management

WayPoints # 2 – Strategic Project Navigator

Waypoint project directors follow a process developed over years of experience. Initial assessment is followed by organization and tool set changes as needed. Because we are dealing with troubled projects, a priority is placed on immediate triage.