

CASE: Capabilities Assessment

Case Study: Technology Company Project Delivery 'Rapid Review' and Solution Guidance

Accomplishments

- Assess the IT group's inability to deliver application projects to business on time and quality.
- Identify key issues in areas of people, process, culture, and technology.
- Recommend and prioritize corrective actions.
- Design an effective, nimble, agile and customer-focused IT organization structure capable of meeting the needs of the business and IT.
- Define an effective governance model to improve project prioritization, throughput, monitoring, and reporting.
- Define a prioritization solution for application enhancements and maintenance.
- Provide oversight for implementation of the new IT governance and prioritization model.
- Client's CIO and business leaders:
 - Endorsed our recommendations and requested our guidance to develop and help implement solutions.
 - Were highly positive of eCameron's assessment, expertise, and leadership in design and implementation of these solutions.



Company Profile

The company is a multi-national technology corporation that designs and manufactures software and electronics for use by multiple industries worldwide. Headquartered in the USA, it has locations throughout the Americas, Europe and Asia where it provides software and hardware solutions, training, and support to its customers.

The Client's Challenge

The Client was experiencing critical issues in its ability to deliver business/IT projects in its applications group. The projects had issues around scope, missing functionality, level of bugs, or all three, resulting in delayed or partial implementations. Project success rates were unacceptable for IT leadership and business stakeholders. The Client's resources were aware of numerous issues but were struggling to resolve, resulting in fire-fighting, internal discord, and no improvement in the situation. The CIO engaged eCameron to complete a 'Rapid Review' assessment, propose solutions, and help implement corrective actions to resolve the issues and enable successful project delivery.

VISION to VALUE

Process

eCameron conducted a series of interviews with internal business leaders, project stakeholders, IT leaders and project managers to understand the issues and the problem's environment. Documentation was reviewed from a sampling of projects, stakeholder meetings, and overall reporting. In summary, a broad range of projects had been delivered, but several with delays, bugs, scope shortfalls, increased costs and reduced benefits.

Major issues, gaps, and risks were identified, including skill gaps, poor communication, and some management issues to be addressed. The lack of governance prioritization and scope/change control processes were causing roadblocks, scope creep, issues and delays.

A number of corrective actions were recommended to mitigate risks and impacts of future project delays. These were primarily in the areas of people and process, together with some culture and technology improvements. Once prioritized, the top five corrective actions were:

1. Improve leadership empowerment and clear communication with business.
2. Fill IT skill gaps and enhance business resource availability.
3. Implement simple governance, prioritization, and scope/change control processes.
4. Implement tools for project and portfolio management and resource scheduling.
5. Provide project team workspace and teambuilding training.

The client was very satisfied with the results and recommendations of the Rapid Review and asked eCameron to provide solution guidance in addressing the top three corrective actions. First, eCameron designed and recommended a more effective, nimble and customer-focused, IT structure while addressing skill gaps and improving leadership empowerment.

Second, an effective IT Governance Model was designed to improve project prioritization, throughput, monitoring and reporting. Business and IT leadership are aligned around priorities to manage the overall project portfolio of current and future projects. This framework also includes a component to address prioritization of application enhancement and maintenance releases to ensure ongoing enrichment of installed solutions. In addition, guidance was provided on selection criteria for a project and portfolio management tool.

Specific deliverables of the Rapid Review Assessment and Solution Guidance included:

1. A report identifying root causes and prioritized corrective actions.
2. Executive walk-throughs with business leaders and communication sessions with all interviewees to provide feedback.
3. An IT organization design and walkthrough of the structure and benefits.
4. An IT governance model and framework for large projects and small enhancements/maintenance.

For More Information

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