

Case Example: Improving Project Delivery and IT Performance

1. Situation

- Specialty insurance carrier in start-up transition from state agency
- Moving from being a monopoly in their market to competing for business
- Projects and IT delivery marked by late delivery, low quality, and individual heroism
- PMO under resourced with talent, process and tools
- IT project expenditures were the single largest expense after personnel costs

3. Deliverables

- Conducted a PMO and IT delivery assessment to identify gaps against best practices
- Created a comprehensive improvement road map including “quick hits” and core processes
- Rapidly implemented new PMO structure, including roles, responsibilities, and processes
- Implemented IT time-tracking and best-practice project management guidelines

**Financial
Services
Company**

2. Key Issues

- Chronic problems with IT and Strategic Project delivery and quality
- Highly bureaucratic culture which focused on “symptoms” instead of root causes
- PMO disciplines regressed as key participants moved to new roles
- PMO structures would not support continued delivery under new customer-centric business model
- Lack of executive buy-in to investment prioritization and portfolio decision making processes

4. Results

- Quantified IT project investments
- Streamlined project portfolio and eliminated projects with little or no ROI
- Identified and eliminated bottlenecks and improved speed of delivery
- Reduced code errors and improved system availability
- Improved collaboration and speed of decision making