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MetaPM Case Study

Inflight Project Review – Education

The Challenge

Our client was a University that was concerned a project to introduce new student placement system had stalled and at risk of going significantly over budget. The client was looking for a project professional services firm to conduct a review of the project and re-baseline the project and plan for the completion of development and deployments within the University.

MetaPM's Approach

MetaPM provided an experienced Management Consultant to conduct the review through a combination of:

- Interviews with key project stakeholders
- Interviews with project team
- Desk top reviews.

The consultant identified the project had focused on delivering a technology solution within the planned timeline and has lost sight of the business benefits and requirements.

The Results

The consultant identified the project had a major organisational change component that was not considered in the original brief. Time and budget constraints had led the project team to cut short business requirements definition and focus on delivering the technology component with reduced scope. The consultant repositioned the project as a programme using the Managing Successful Programmes framework and worked with key stakeholders to communicate the difference between a programme and a project. This resulted in key stakeholders understanding the need for the business to take ownership and use technology as an enabler rather than a driver.

All technology work was halted with a view to restart in March 2013, allowing the business units time to revisit their process and organisational requirements.

The client was very pleased with the outcome as the business stakeholders has lost confidence in the project team's ability to deliver but could not see a means to resolve the issues. Giving the project a programme context enabled the business owners to take ownership and accept a re-baselining of the schedule, while technology was able to stop further investment and reallocate resources to activities that would deliver greater value earlier.



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