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MetaPM Case Study

Project Review (Recovery) – Financial Services

The Challenge

Our Client required fast and effective recovery of a failing new system implementation, from review of project objectives through to implementation of functionality.

Our Client had undertaken projects to expand their suite of products from primarily a lending products base, to include deposit products. The Client organisation had limited experience of project management methodologies and disciplines.

At the time MetaPM were engaged, the project had been running for more than twelve months. An internal assessment of the project conducted just before MetaPM were engaged found that the project solution that had been developed was found to be at odds with the Client's high-level customer proposition goals.

In addition, the project did not have completed requirements documentation and set a target for redefining requirements and driving through to implementation of eleven weeks.

MetaPM's Approach

MetaPM immediately set to work identifying and engaging key executive stakeholders and steering group members. An initial high-level plan was then developed, and the required resources were identified.

MetaPM used the following techniques to effect a rapid recovery and turn around:

- Time boxed requirements and design phases.
- Formalised sign-off by key executives of the results.
- Minimal project framework (project logs, meetings, communications structure) was established to suit the limited timeline.
- Detailed dependencies were identified, enabling Build & Testing phases to overlap, reducing schedule risk.
- Resources motivated to meet the stretch timelines and risks pro-actively identified and managed.
- With time and resources constrained, creative methods used to develop contingencies and protect timeline.

The Results

The Client achieved implementation of a quality solution with the aggressive timeline set, allowing the opportunity to open a new market sector.

Through their active involvement in guiding the project, the Client gained a greater understanding of project management methodologies and their effective use in this situation. In addition, the reputation of the project department within the Client



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organisation was boosted, encouraging a greater willingness from other areas to contribute resources to projects.