

Case Study - Tier 1 Bank

Major Corporate

Affiliate Credit Card Program

- The firm had recently completed an affiliate credit card implementation project for a Top 50 Australian corporate.
- The project was completed more than 50% beyond the scheduled timeframe, and delivered only 60% of the expected benefits to the client.
- Executives were keen to identify lessons learned from the project, and ensure incorporated into future projects.
- Helmsman were engaged to conduct the post implementation review.

What were the challenges?

- **Racing with L-Plates:** Project was staffed by an under- experienced Project Manager and team, operating in a complicated environment, without adequate oversight & support.
- **New cards are easy, shutting them off is hard:** Coordinating account closures with distribution of new cards was more complicated than anticipated, and this was not identified early.
- **Firefighting, not back burning:** Project didn't put in place the preventative measures required to manage the issues and complications that were arising, resulting in continual reactive activity.
- **A finite runway:** Unusually strict time limitations were imposed on the project by the client, unusual for this organisation. Missing these deadlines would result in significant lost, rather than delayed, client benefits.

What changes were proposed?

- **Early analysis of critical risk areas:** To be incorporated in concept phase by PMO or project, after identifying where a project was more complex or difficult than usual.
- **Capability Best Fit Staffing:** Assignment of Project Manager based on 'best fit' of assessed capabilities and experience for the project.
- **Establishment of common foundation of quality project reporting:** Providing a minimum degree of audit control, with particular focus on ensuring current and accurate Schedule, Issues Register, Risk Matrix, and budget position.
- **Project mentoring and support program:** to enhance capability development & provide access to expert guidance in a resource constrained environment.

What was achieved?

- Agreement by senior leadership team to implement all recommendations, focusing predominantly on ensuring that projects are resourced with the right level of skills and experience to deliver.