

IT Programme Recovery for a Global FMCG Company

Business drivers

This case study will be of interest to senior IT delivery executives and finance leaders in large global organisations with troublesome, out of control IT projects.

Client

Our programme sponsors were the Chief Information Officer (CIO) of a Global Fast Moving Consumer Goods (FMCG) company, the Group Financial Controller and the ERP Programme Director.



Client situation

Our client was in the middle of delivering an important, business critical, multi-year, Business Warehouse (BW) and HANA Business Intelligence (BI) financial management reporting IT programme. The programme had been running for over a year.

A number of the programme's software releases had already been delivered but they had all been late. In a number of cases, key user functionality had been omitted and the programme was also twenty percent over budget. Concerns over the repeated delays, missing functionality and escalating costs had been escalated to the CFO. The programme was under review by our client's internal audit services department.

Key challenges for our client included:

- How to define & lock down an agreed scope for the next software release?
- How to contain the escalating budget?
- What was needed to guarantee delivery to an achievable project close out date?
- How to win the support and trust of a demoralised programme team?

What we provided

We provided an experienced IT Programme Director who had extensive programme management experience of delivering large scale complex IT programmes. He froze the business requirements and implemented a forty-five day recovery plan during which he set the programme up for success going forward.



Project outcome

The final software release was delivered to the time, quality and budget tolerances agreed by the Snell Programme Director with the programme Steering Committee and the programme was successfully closed.