Independent IT Project Delivery Review for a UK Based SAP Consultancy and its' Client, a Global FMCG Company

Business drivers

This case study will be of interest to both senior IT delivery executives in large global end user organisations and to third party consultancies concerned with troublesome, failing IT projects.

Client

Our project sponsor was the CEO of a well-known SAP Consultancy based in London, UK.

Client situation

Our client's SAP consultancy was delivering an important, business critical, multi-year, Business Warehouse (BW) / Hana Business Intelligence (BI) management reporting project to the global FMCG organisation's IS Director, its' ERP Programme Director and a number of key project Business Sponsors.

A number of the project's software releases had been delivered but they had all been late and in a number of cases key functionality had been omitted. The project was also forecast to be one hundred and fifty percent over budget. Concerns over the repeated project delays had been escalated the Chief Information Officer (CIO) of the FMCG organisation.

Key challenges for our client included:

➢ Whilst still delivering the project, work out what were the key issues blocking delivery for both parties?

➢ Sensitively communicate to the FMCG's the issues it was responsible for resolving

➢ How to regain the FMCG's organisation's confidence in the consultancy's delivery capability?

What we provided

We provided an experienced IT consultant who had extensive programme and project management experience of delivering large scale complex BI projects to review the project and determine what were the causes for missing the deadlines and how to set the project up for success going forward.

Project outcome

Our IT consultant quickly grasped the core delivery issues. He made over twenty recommendations, which were all subsequently adopted, on how proceed with the project, but with lower risk and greater delivery predictability.