

Situation

- \$4B high end entertainment company (“**Entertainment Co**”) is being disintermediated by regional players and is struggling financially.
- Private equity sponsors and CFO interested in improving project delivery in the IT organization on new systems so business model can evolve to meet competition



Complications

- IT organization has large PMO organization, composed 60% with project manager contractors and developers.
- Few standard metrics exist around delivery of project and little attention paid to portfolio management

Critical Questions

- How should the IT Project portfolio be prioritized? What is a best process for developing a prioritized list of projects that has buy-in from leadership, IT teams, and PE owners?
- What are the root causes of delay on existing projects? How can these root causes be remedied in the next 6 months?

Answers, Implementation, and Outcomes

- Re-prioritized the entire project portfolio based on a new scoring model developed with IT team and Quadrillion. New review process with executives
- Root cause analysis yielded several important recommendations for change:

Too Much
Project Manager
Time Spent on
Project Accounting

Too many few
project using
Agile
development

Failure to lock
down business
objectives at start
of projects

No Common
KPIs across
projects to
judge them

- Quadrillion works on implementation of changes over 4 month period.