CASE STUDY

Sagacity
Part of Accenture Song

Driving Technology Project Change

Client

Retail Bank

Consulting

Client Situation & Impact

Our banking client had a dated end-to-end delivery process in place to implement projects which only supported Waterfall deliveries. They required a full process review to understand the methodologies in use in order to improve, deliver faster and more consistently across the technology function.

The client had no detailed delivery documentation which created inconsistencies in timing and sequencing of project activities. They relied heavily on the knowledge and relationships of people; this resulted in several projects being delivered via 'favours' which impacted reporting and provided a very poor experience for new starters.

Employees had varying understandings of existing processes and when to adopt them, with approval challenges culminating in resource being re-assigned elsewhere and projects not starting or finishing on time.

Impact Assessment

Recommendations

Improvements

How Did Sagacity Help?

Our delivery experts carried out several activities including:

- 40 client stakeholder interviews to pinpoint problems
- 50+ artefacts reviewed
- 24 business and project governance forums reviewed
- 22+ shared sites reviewed including decommissioning recommendations

The team then performed an impact assessment of the end-to-end delivery process, and delivered:

- Revised CIO delivery process and work instructions
- Revised CIO project templates and artefacts for both Waterfall and Agile delivery
- RACI for the delivery process, artefacts and forums (including clarification and ownership of each forum)
- CIO handover and presenting to 200+ employees
- Shared site updates
- Future improvement recommendations

Outcome & Business Benefits

20% improvement in efficiency

39 process issues were identified across the end-to-end delivery lifecycle with 35 process improvements made.
We also identified and introduced 7 new quality control points.

The newly defined and well understood end-to-end Delivery Process with complete visibility of performance, clear areas of accountability and full executive sponsorship created the following benefits:

- Reduced risk of delivery failure
- Quality and consistency of delivery
- A Delivery process that supports Waterfall, Agile and Hybrid approaches
- Accelerated delivery timescales
- Streamlined delivery processes and increased visibility
- Alignment across the change portfolio and strategic agenda

