

#### Background

Solo Cup's leadership was navigating through a large and complex merger and became increasingly concerned with missed deadlines and cost overruns of their IT projects. Significant dependencies between projects, teams and the underlying technologies added to the complexity and caused the client's leadership team to seek an external evaluation of the situation.

#### Challenge

Solo Cup faced a myriad of interdependent projects all with fixed deadlines and resource constraints. Teams were overwhelmed with the daunting task of managing critical projects. Several core issues were identified: 1) each project maintained its own plan; 2) no critical path or project interdependencies were documented, therefore it was impossible to determine the impact of project slippage; and 3) project issues and risks were not adequately documented or discussed with the business owners and executive sponsors.

#### Solution

By reviewing each project's objectives and constraints and collaborating with key constituents across the organization, the appropriate project governance and communications models were established. Our team recommended that the client develop a Program Management Office (PMO) that would help resolve cross-project issues and dependencies and monitor the program as a whole. An integrated Project Plan was developed to demonstrate the dependencies and constraints within and between projects. A baseline was set to demonstrate and describe project timeline and cost variances. The team performed an extensive risk analysis including providing metrics and probabilities around risk factors for each project and the program. An active communications plan was created to improve information exchange between the project and executive teams such that risks, issues, milestones and accomplishments could be communicated to the appropriate parties in a timely basis and therefore business decisions could be made accordingly.

#### Result

The Program Management Office and project governance standards that were implemented allowed the client to better understand and manage individual projects as well as the program as a whole. ROI analysis and project go-forward decisions could be made based on accurate, up to date information on project status, costs, risks, and timelines.

#### CLIENT INDUSTRY:

Food & Beverage

#### SOLUTIONS:

- Program Management
- Quality Assurance
- Project Governance