

# Field Reference Sheet

<b>Service:</b>	Enterprise & Strategic Portfolio	<b>Industry:</b>	Financial Services
<b>Company Profile</b>	\$4B revenue US regional leader in financial services and insurance		
<b>Business Problem:</b>	The company was struggling with an \$80M annual portfolio of projects and initiatives, a blend of IT, Business and Marketing efforts. Projects dashboards lacked credibility, returns were not tracked, big efforts were lagging and there was no alignment with the enterprise strategy and strategic plan.		
<b>Solution:</b>	<ul style="list-style-type: none"> <li>• Redesigned the Portfolio from the grounds up, creating a complete life cycle from ideation to execution and benefits realization.</li> <li>• Standardized project management discipline and reporting. Reporting mechanism also allowed for quarterly reporting of progress by individual strategic objective.</li> <li>• Created new standard for Business Case Justifications, including charter, investment and risk profiles</li> <li>• Created new process and culture on Benefits Cases and Benefit Plans, in collaboration with Finance</li> <li>• Adjusted G/L to recognize and accrue benefits and enable variance metrics</li> <li>• Defined and deployed a dynamic prioritization scheme which was grandfathered into the Strategic Planning</li> <li>• Created a body of Program Managers jointly chartered as Business Advocates in liaison with Business Units</li> <li>• Mapped initiatives to strategic goals and reporting on NPV and CAPEX performances, with the capacity to modulate spending amounts to match capital ratio set up by CFO and Board.</li> </ul>		
<b>Benefits:</b>	<ul style="list-style-type: none"> <li>• Turned around project success rate to &gt;90%</li> <li>• Achieved self-sufficiency of Portfolio through marginal benefit returns</li> <li>• Produced returns in excess of 2x the target, as measured by CFO</li> <li>• Provided BOD and Executive team with continuous information on strategic execution</li> <li>• Rated “top 5% worldwide” by independent Meta Group audit</li> </ul>		
<b>Additional Content:</b>	<p><i>Most Program Managers were integrated (“stolen”) into the Business Units and Divisions within a year, a testimony of their perceived value to the business. They mainly became cultural ambassadors for the new way of managing things.</i></p> <p><i>The Strategic Planning process was eventually synchronized and partially integrated into the Portfolio process</i></p>		