



# Enterprise Project Management

## CUSTOMER

Our customer is a leading UK construction group company that delivers some of the largest construction projects in the UK for both public and private enterprise. The group has a number of divisions which support around 8,000 users; but with multiple joint construction projects it means many more rely on their IT systems. The challenge for their IT department is to manage costs and provide timely and secure access to data and resources.



## SCENARIO

In order to manage costs the company initiated a number of projects to refresh the resilient data centres so that they could be used by all divisional companies. This would improve economies of scale and reduce on-going costs, whilst also simplifying operations with a standardised platform. In addition common systems that could be viewed as utility services such as e-mail, backup and archive would be centralised to secure data and provide better availability to resources on the improved core infrastructure.

Many of these initiatives were large corporate IT programmes that needed attention to detail and high-level

## APPROACH

Recognising that we needed to introduce cultural and procedural change in an established enterprise team, as well as delivering the projects; we took both a methodical and practical approach to this engagement. We learnt how projects were executed by becoming involved with delivery and only recommended and implemented modifications to the project methodology once we had visibility of the internal processes and gaps. It became clear that their ITIL change process needed review to ensure project delivery reached the required quality levels. As an external resource we provided best practice recommendations and implemented process change whilst ensuring the projects stayed on track.

## PROJECT DETAILS

We were initially engaged to manage the major infrastructure projects. The primary focus was to deliver the business benefits of lower costs and timelier, secure access to IT resources. This was achieved by:

- Rationalising the current project list, focusing the team on the key projects
- Reviewed and updated the change management process with ITIL good practice
- Improved communication with daily project calls and status updates
- Delivering data centre refresh project
- Delivering centralised messaging project (Exchange/BES/EV)
- Delivering centralised file backup and archive project

## PROJECT FRAMEWORK

It became evident that a standardised approach to projects was required, this became the Project Framework. In order to create a Project Framework we worked with disparate teams across many sites to review the project management function. From this initial exercise we were able to work with the current methodology, recognise gaps in the process. We then tailored the Programme and Project Management processes based on the PRINCE2 methodology to fit the business needs.

- Developed a standardised approach to projects
- Produced standard documentation
- Created centralised tracking for all projects
- Started portfolio meetings

## BENEFITS

- Lower operational costs from the centralised architecture
- Ensured consistency of approach and language
- Data centralised and secured from multiple disparate systems
- Better access to e-mail from a variety of devices and any location
- Easier for decision makers to review projects and agree consensus
- Greater success with changes
- Ensured consistency of approach and language
- Higher quality delivery with improved change process

## THE RESULTS

Procedural and cultural changes that helped the enterprise project management team restructure major infrastructure change.



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