



# Delivering Business Value Through Program Assurance

## Company Profile

**Client:** A global Fortune 50 food and beverage leader that markets a wide range of consumer products sold in more than 200 countries and territories around the world, with the United States generating 50% of sales. The company also operates its own bottling plants and distribution facilities.

## Business Challenge

The client's Enterprise Project Management Office (EPMO) faced challenges in delivering critical at-risk projects on time and within budget. As the Center for Project Management Excellence, the EPMO wanted a scalable process to screen projects through health assessments and troubled project recoveries. The client needed a process that their EPMO staff could easily use on multiple project types.

## How Corbus Helped

The scope of the project included developing and piloting a Program Assurance process on an at-risk project, documenting and training the EPMO staff, and transitioning the process into an operational service.

The process included two phases: Project Health Check (Phase 1) and Project Recovery (Phase 2). The key deliverables were templates used for screening and recovering projects including:

- A Project Health Screening Tool
- A Project Review Questionnaire
- An Artifacts Quality Checklist
- A Critical Path Planning Document
- Detailed plan and report templates to use for assessing and recovering projects

The process was documented in a detailed guide, and training materials were created and used as part of the implementation process.

## Results

Corbus piloted a Program Assurance process on a single project involving the implementation of a financial system. Program Assurance reduces risk of project failure. It also ensures that the business value is realized from the program and that the project or program is delivered on time and within budget. The project was successfully recovered and delivered in the allotted timeframe. The budget over-run was controlled, and the project demonstrated the efficacy of the process to senior management.

Following the adoption of the Program Assurance process, the client saw improvements in customer satisfaction and in managing the triple constraint of time, cost, and scope including these key improvement measures:

- ✓ 15% increase in sponsorship satisfaction measures
- ✓ 15% increase in on-time delivery for troubled projects
- ✓ 10% increase in on-budget measures