

# CASE STUDY

## CREDIT UNION REBRAND – Troubled Project Recovery

### COMPANY PROFILE

Our customer was a Connecticut-based credit union who serviced the pharmaceutical industry. By 2012, as a result of a survey, they had come to the realization that their brand was becoming out-of-date and needed a refresh. To that end, they launched a complete rebranding effort which included everything from bank name to ATM changeovers to signage to business cards.

### BUSINESS SITUATION

The situation the credit union found itself in was that while they had the will to make this change they did not have anyone who knew how to drive the effort. A VP of marketing had floated a couple of different dates to the board of directors who were anxious for a solution. But since he had no real experience in running a project, the dates were little more than rough estimates. The effort had been ongoing for two years but as the VP of HR said, “It was evident we will need the help of a master project manager to help us get over the end line. It was one of the largest and most complex projects our organization went through and, not having a full-time project manager, we were not sure where to start.” It was quickly apparent that even though each department (mortgage, facilities, IT, etc.) knew their own piece of the puzzle, no one knew how to pull that together.

### JPS SOLUTION

In the initial phase, we focused on engaging the internal stakeholders affected by the rebranding initiative (7 - 8 departments). We conducted a series of pre-meeting interviews involving representatives of the various functional areas in order to collect current information such as: identified tasks, durations, resources, expected deliverables, milestones, interdepartmental dependencies and risks.

Subsequent to the gathering of information, a one-day meeting was held with each department joining us in turn to provide all needed artifacts. During this session, we began to build a Microsoft Project master schedule that would detail all activities and their interrelationships. As different functions came into the room, they could see the developing schedule and understand the direction in which we were going. Each iteration enabled teams to better understand the nature and scope of the project. By the end of a very long day, we had the first rough draft of a schedule which actually mirrored one of the dates already floated to the board.

As part of the engagement, we mentored a fledgling project manager, visiting departments with her subsequent to the one-day meeting in order to finalize details and make sure there were no missed activities. We also identified some of the major risks and made sure that the team (and PM) stayed focused on the critical path. As part of the engagement, we were also asked to attend two more meetings, one for a broad overview, one to show them how to run a project meeting.

### RESULTS

We will let the customer speak for himself here: “The bottom line is that we launched on-time in early October 2012 and much of the success is attributed to Jim. Jim is a wonderful partner. He was everything we expected and more. After going through this experience we didn’t just succeed in this project but also developed the capabilities to face similar challenges in the future.”



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