

Project Management Support for International Retailer

The client is a travel experience company turning the world of travel into a world of opportunity by being the “Traveler’s Best Friend” in more than 1,000 stores in airports, commuter hubs, landmarks, and tourist locations. The business’ 10,000+ team members care for travelers as friends at travel convenience, specialty retail, duty free and food & beverage destinations. At the intersection of travel and retail, they partner with landlords and vendors, and take innovative, commercial approaches to deliver exceptional value.

After the development of a new, centralized Project Management Office (PMO) and an urgent need to drive critical business initiatives forward in a structured manner, the client needed to build out the PMO by supplementing current project managers with additional support to drive oversight and guidance across the IT project portfolio – including cybersecurity, infrastructure, field services, enterprise applications, and digital programs.

The client partnered with Clarkston Consulting to manage over 24 projects across the project portfolio and support PMO governance on a project, program, and portfolio level. This led to the management of the client’s newest IT program, Digital Technology, as well as several project go-lives including a new POS implementation, centralizing and simplifying legacy architecture, successful PCI & SOX audits, implementation of next-generation store technology to increase customer intimacy and engagement, and management and oversight of acquisitions expanding the footprint and breadth of store portfolio.

Retail Case Study

PROJECT OVERVIEW

INDUSTRY



Travel Retail

PRODUCTS + SERVICES:



Travel convenience, specialty retail, duty free and food & beverage

EMPLOYEES:



10,000+

REVENUE:



Over \$1.5 billion

PRIMARY OBJECTIVES:

- Manage projects through various methodologies including waterfall, scrum, KANBAN, and agile
- Provide governance and oversight on a project, program, and portfolio level
- Improve cross-functional collaboration within the IT group as well as IT and various business areas
- Implement best practices for transparent and consistent communication to leadership and key stakeholders through developed status reports, program reviews, and risk & issue escalations
- Develop a repeatable transition model to apply to future acquisitions as the company expands travel footprint

RESOLUTION:

- Successful delivery of projects to support critical business initiatives within the digital program, enterprise application program, and cybersecurity program
- Improved communication to project stakeholders and leadership, included newly developed templates for project and program status reporting
- Reduction in delayed projects and increased project completion rate
- Provided IT Portfolio support to deliver consistency and efficiency across programs

KEY BENEFITS:

- Successfully managed the newly instituted digital program – consisting of facilitating steering meetings with executives and go-lives of online payments, mobile applications, and digital content management systems
- Management of critical business initiatives to completion aimed at increasing business stability, security, and flexibility including PCI, SOX, and CCPA Compliance, implementation of cloud-security platforms, implementation of new POS solution, management of large acquisition, and management of critical SAP implementation workstreams
- Increased confidence of the PMO office through development and execution of project plans and onboarding employees onto PPM tools
- Increased trust of the C-Suite due to efficient communication and risk escalation across all areas of the organization.

CLARKSTON CONSULTING



Managed over 24 projects directly across 5 IT programs



Reduction in number of projects in delayed status due to increased support, communication, and project escalation



Increased communication and ultimate project success rate due to implementation of project methodologies, planning, and project execution

“Thanks to [the Clarkston team] for managing deliverables and staying on time with tasks. PMO didn’t exist here before you and [client counterpart] arrived, and it’s much needed!”

-VICE PRESIDENT OF
COMMUNICATIONS

