



## CASE STUDY

# Resource & Investment Prioritization to Maximize Business Outcomes

With ever more competing priorities, limited investment funds and resources, establishing a cross-disciplined portfolio group was paramount for the global manufacturing firm to ensure its strategic initiatives were prioritized and completed to exceed expectations.

Company Type

**Manufacturing Firm**

Location

**Global Footprint**

Speciality

**Industrial Manufacturing**

## About Company

The Manufacturing Services Firm is a global organization with facilities ranging from North America, Europe, to Southeast Asia with ~2,500 employees. The firm has been in operation for over 75 years with customers ranging from retail to industrial usages.

## Overview

101 Solutions was engaged to assist the organization in discovering why the majority of their projects and initiatives were not being completed on time, on budget, and not delivering the value originally planned. Through assessing their overall project and investment portfolio process, it was determined that opportunities existed to help streamline and establish focus and rigor.



## Challenges

In working with the firm, they faced the common challenges of all organizations that do not have a focus and rigor on Project and Investment Processes to ensure visibility and alignment, that of Limited Resources, Competing Priorities, and Duplicative Initiatives.

### 01. Limited Resources

The firm, like all organizations, had a limitation of dollars, people, and time that could be leveraged for initiatives.

### 02. Competing Priorities

With a land of opportunity and multiple approved initiatives, it made it difficult for the firm to determine priorities.

### 03. Duplicative Initiatives

With a lack of a dedicated session to review major projects and investments, the firm had numerous initiatives that were accomplishing the same goal.



## Listen and Eliminate

101 Solutions partnered with the Manufacturing Services Firm to help determine the priority of the “Vital Few.” They moved from no shared list of priorities, to a list of 40+. We worked with them to eliminate competing priorities and order their plan. We applied an investment constraint and set return and payback plans.

We met with stakeholders from the C-Suite to the Front-Line Employees to hear what each was seeing. We baselined “Active,” “Pet,” and “Secret Projects” to further eliminate distractions to the “Vital Few”.

## Accelerating

After the discussions and alignment of the baseline of all projects and initiatives, it was determined that gaps existed for having a well-defined shared single process, cross-department communication, a central decision model, a route of resolution plan, and the “Vital Few” including a schedule and standard charters that included defined returns.

We partnered with the broader organization to implement these new processes and standards to drive alignment and efficiencies.

## Performing

Once implemented, the organization was able to have healthy conflict between departments on what priorities should be, what investment should be placed or stopped, and who was needed to allow rapid decisions and effective outcomes that work to enable the central strategy.

With this new process and the subsequent implementation, the firm was able pivot from infighting, not completing its tasks, and investing more than was required to a streamlined, ROI Focused, and highly visible project process that delighted stakeholders at all levels.

Reduced Corporate Investment Waste by Approx.

**\$1 Mil.** Over a 1-Year Period by establishing prioritization

Sped Up The Average Project Completion By

**31%** By not having Competing Priorities

Approximate Hours Recovered

**20,800** From initiatives that did not meet strategic goals

Increased ROI of Completed Projects by

**15%** With a focus on post project review to re-deploy



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