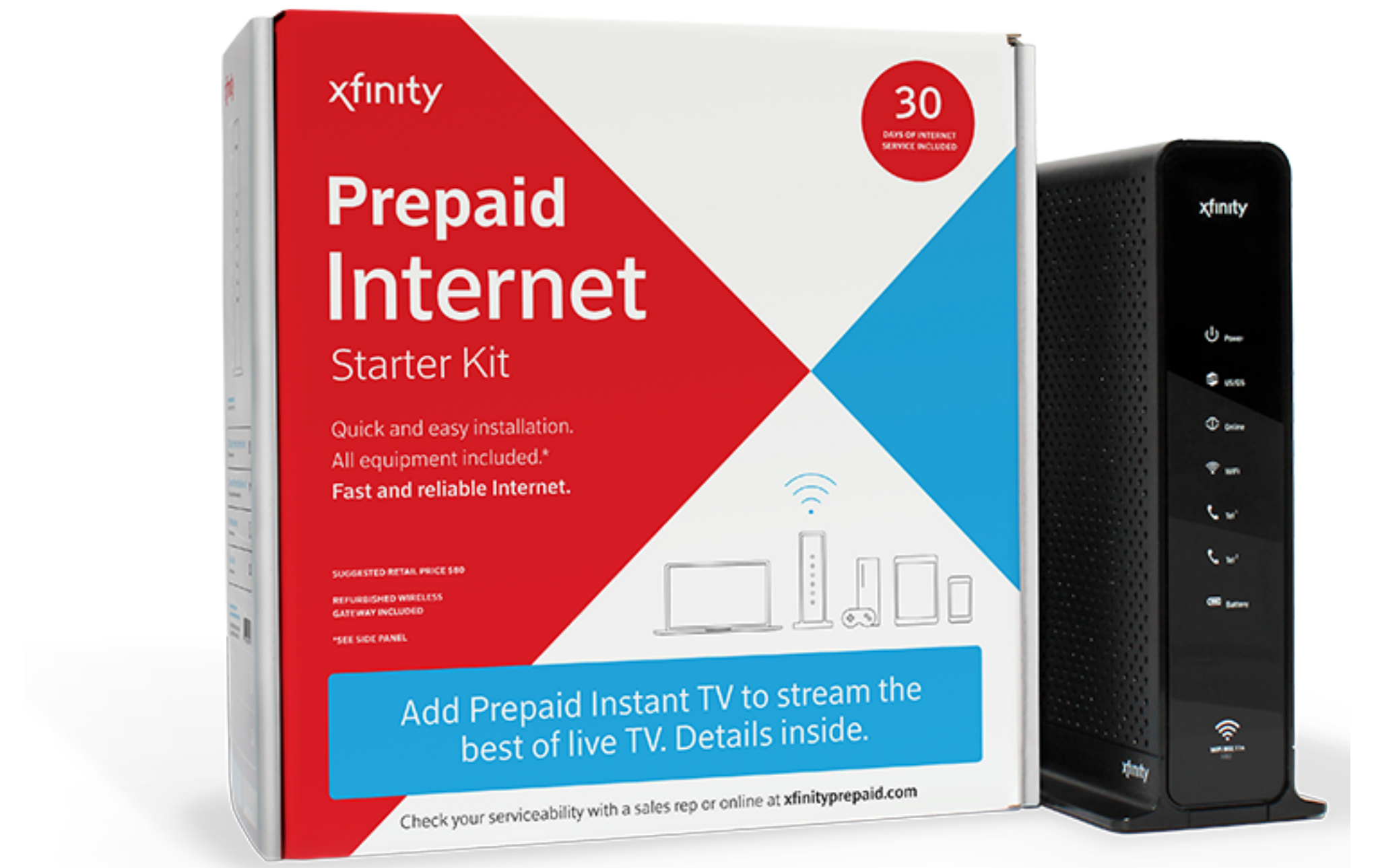


THE
Art & Science

OF DIGITAL PROJECT MANAGEMENT

CASE STUDY: COMCAST

I was brought on as a consultant on behalf of Hero Digital in order to help get a large-scale, year-long Mobile App (iOS and Android) development project back on track.

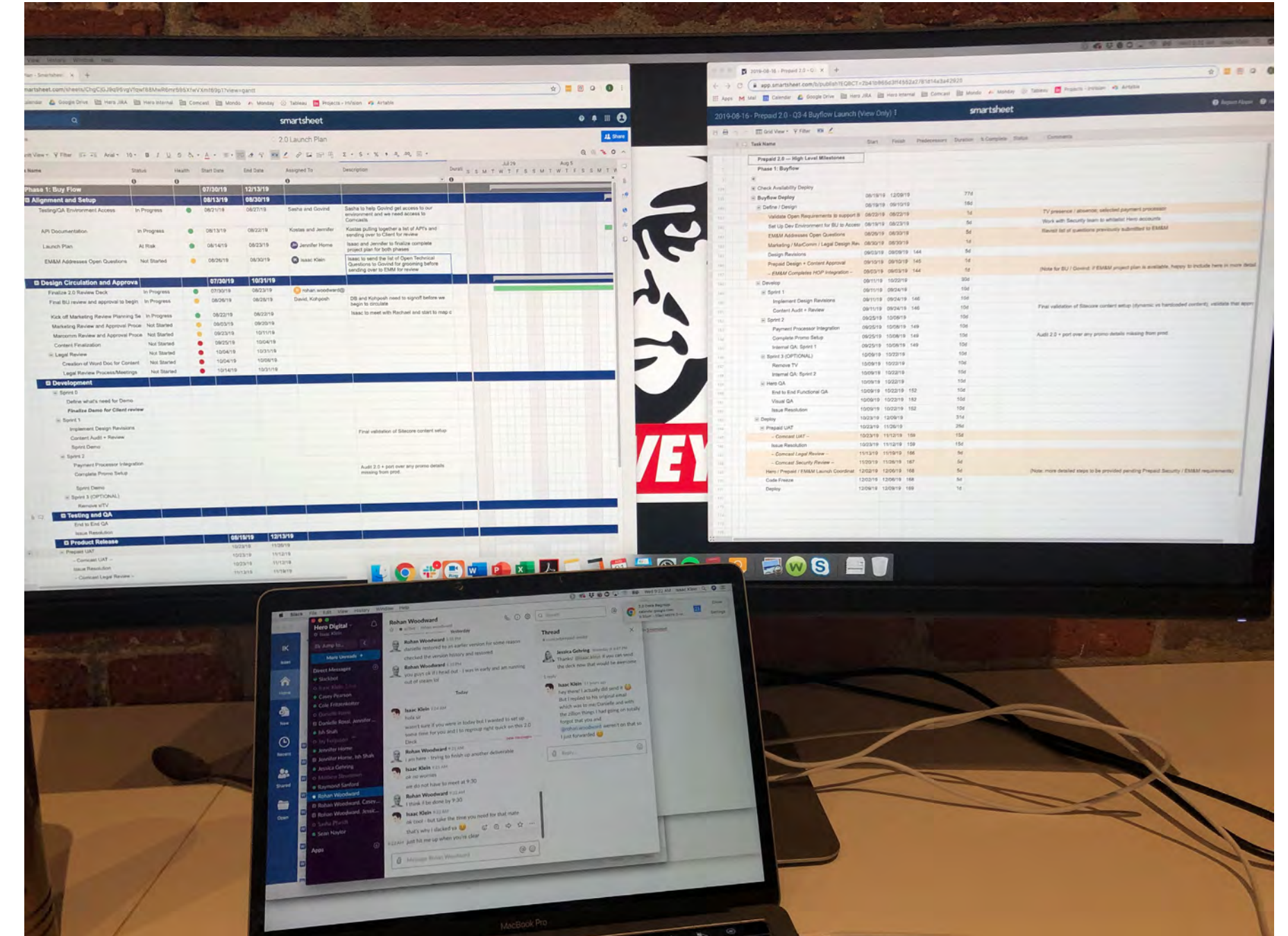


THE CHALLENGE

- 1) While the App was scheduled to launch in January of 2020, there was no concrete visibility into how much work had actually been completed, and the BU did not have any remaining budget
- 2) Although the team supporting the account was amazing, the previous PM had not documented, scoped, or planned out anything. As a result Hero Digital thought things were on track, the client disagreed, but there was no way to really confirm/deny either position.
- 4) The Hero Development team was working in both an Agile SDLC, and a complete vacuum. They were doing demos at the end of 3 week sprints, but nobody from the account/design team (and most importantly the client) was attending.
- 5) There was no communication between the Hero Development Team and the client's 3rd party .NET back-end vendor (EMM).
- 6) There was a massive critical blocker - Hero needed access to EMM's QA/Test environment, and EMM was trying to avoid publicizing the fact that they did not actually have one.

THE SOLUTION

- 1) Realizing that nobody was on the same page, I halted all further work until I could get a detailed plan together.
- 2) In order to get a complete assessment of where the project really was, I quickly set up meetings with the key stakeholders on both sides.
- 3) Built a revised scope by way of a comprehensive project plan that broke the launch into phases, outlined dependencies, and made sure that both Hero and Comcast approved it in writing.
- 4) Got the account/design team and the client to start attending scheduled sprint demos.
- 5) Set up the design team so that they could comment and review tickets in JIRA.
- 6) Setup a bi-weekly standup between the Hero and EMM Dev Teams in order to resolve the QA/Testing environment blocker.



THE RESULT

- Stakeholders on both sides began to realize the importance of mapping it all out properly and things began to move in the right direction
- We were able to work with the EMM team to find a solution to the QA/Test Environment issue
- Phase 1 of the app released on time and within the previously established budget

