

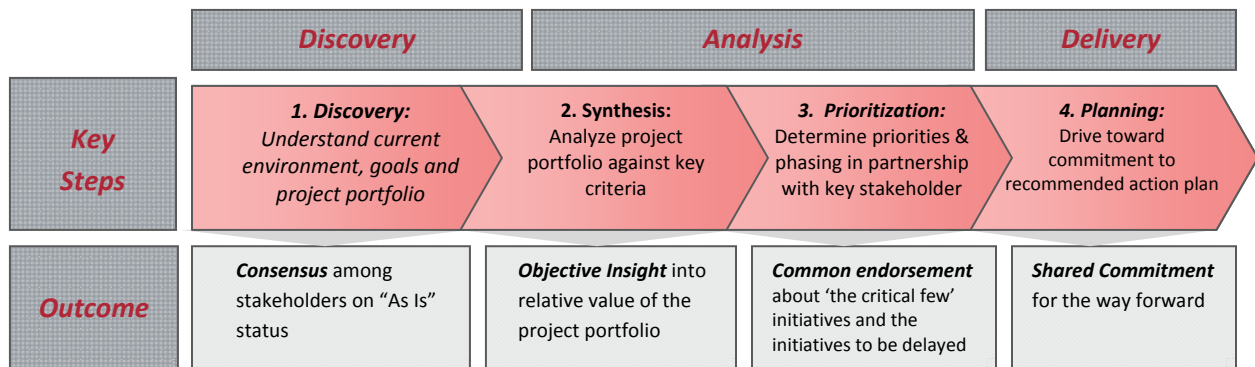


Project Prioritization Process

Prioritize your organization’s projects and effectively focus resources where they’ll count.

Are key resources spread thin across lots of “high priority” projects? Does your management team know the ROI and relative impact of all projects currently underway? During these turbulent times, your organization needs alignment and commitment to a short list of critical initiatives. There’s no better time than now to focus your resources on the work that really matters. But your internal management team might lack the time for big picture thinking because they are busy addressing day-to-day issues.

Cliff Consulting can help. We provide a cost-limited facilitation engagement to help your team focus resources on the efforts that will strengthen your organization most. Experienced Cliff consultants will skillfully drive key stakeholders toward consensus on which projects are most critical right now, and which ones can be delayed or cancelled. The result: senior management commitment to a streamlined roadmap of prioritized initiatives.



The Experience:

- Facilitation** Cliff consultants skillfully guide your stakeholders to clarify goals and concerns and agree on prioritization criteria.
- Partnership** Our unbiased participation fosters open discussion among key resources and stakeholders.
- Expertise** Our experience, tools, and techniques support quick, analytical evaluation of your project portfolio.
- Value** Your leadership ends up with a clear action plan and a re-useable toolkit enabling you to successfully focus on the most critical initiatives, save time and cut costs.

The Outcomes:

- Consensus** Your team will have a shared understanding of the “As Is” landscape of initiatives and shared near-term goals.
- Insight** Your stakeholders will gain renewed insight into the timing, staffing, ROI, and direct contributions of current and future projects toward business success.
- Endorsement** Your leadership will support those initiatives that bring the most value to the organization, and delay or cancel the rest.
- Commitment** Your organization will have shared commitment to a clear set of priorities, boosting effectiveness, morale and profitability.



Case Studies

Benefit: Endorsement of a rationalized project queue that addresses the most critical initiatives

For a major health insurance company, Cliff Consulting achieved business stakeholder alignment on the relative priority and timing of more than 270 technology requests, enabling key resources to focus on the 15 most critical initiatives in their queue. Requests were categorized by business drivers (e.g. stabilization vs. new functionality; compliance obligation vs. customer request), and then ranked according to urgency, ROI, and risk profile. The result was concurrence on priorities and an ongoing process for more rigorous analysis and planning of business and technology initiatives.

Benefit: Insight into how current and future projects contribute to business success

For a major builder of hospitals, we facilitated the senior management process to clarify and prioritize dozens of ideas and projects-in-flight down to 12 improvement initiatives. These projects were evaluated as the most likely to deliver desired results given their feasibility and near-term potential to support 3 overarching goals:

- 1) drive down supplier costs
- 2) reduce unplanned expenditures
- 3) improve customer and vendor relationships

Benefit: Consensus across organizational boundaries

For a large philanthropic foundation, Cliff Consulting facilitated a cross-department agreement among program, administrative, and technology groups on improvement initiatives most likely to bring positive change to the enterprise. Dozens of improvement opportunities were ranked against three criteria:

- 1) potential contribution to organizational vision
- 2) level of fit within the organizational culture
- 3) ease of implementation

The initiatives were further categorized as “quick wins” vs. “longer term initiatives” which led to agreement on a prioritized road map of a highly successful operational improvement effort.

Benefit: Insight into ROI and relative benefit of key initiatives across multiple business lines

For a major bank division with 8 lines of business sharing multiple technology platforms, a phone bank, and several back shop operational units, we supported analysis and prioritization of more than 90 initiatives. With the bank’s management team, we narrowed the list to 9 critical projects and 15 “tier two” initiatives by assessing ROI along with:

- 1) ability to increase/retain revenue
- 2) cost savings potential
- 3) service quality improvement
- 4) legal/compliance risk
- 5) strategic importance