

## Case Study: Streamlining Government

Jim Ruprecht, of Windward Leadership, led the project recovery and organizational transformation of a state government office providing products and services to their citizenry. After a TCO-based assessment, the decision was made to abandon an unimplemented and unsustainable multi-million dollar, multi-year in-house system development project that would have done nothing more than automate existing processes. In less than four months and less than \$900K, a complex organizational turn was performed, putting purpose before process and process before technology, simplifying, innovating, and standardizing processes before automating them, and developing a custom system using off-the-shelf sub-assemblies.

[Learn how government services were improved and expanded while the cost of government was reduced.](#)

## Streamlining Government

**Client:** A state government office

**Services:** Project Recovery and Organizational Transformation

### Challenge:

- A long running project to replace a variety of siloed legacy systems with one coherent system had gone awry; millions of dollars spent, and implementation target dates consistently missed.
- The system architecture, although elegant, was completely in-house developed and its on-going maintenance and support costs would have been unaffordable.
- Functionally, the existing system was designed to merely automate the old way of doing business.
- After so many years and so many missed implementation dates, the project's purpose had become lost.

### Solution:

- Performed an assessment that evaluated, the project plan, the project team, the project's current condition and prognosis, the system's architecture and its total cost over its expected useful life (i.e., a Total Cost of Ownership, or TCO, analysis).
- Reaffirmed the project's original purpose to, among other things, improve government service while lowering government costs.

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- Re-engineered the business processes in accordance with that re-affirmed purpose; first innovating and simplifying them, then standardizing them.
- Re-architected the proposed system's design based on those re-engineered business processes.
- Brought professional project management discipline to the effort.
- Downsized and re-tooled the project team to reflect the new skills, yet lower manpower requirements.
- Developed a representative sample of prototypes as proofs of concept (POCs) to train the local IT staff to become self-sufficient in the new technology, and to demonstrate the self-serve based solution approach to the Secretary for that state office for his approval.

### **Results:**

- With the successful POCs, and an ROI of approximately 2 years, the Secretary of the state office had the confidence and the political courage to abandon the prior system development effort which had been underway for several years, and in which millions of dollars were already invested, in favor of the new approach demonstrated in the POCs.
- Following the Secretary's approval of the POCs, the project to develop the full system was led, and conducted largely by local IT and end-user personnel.
- Whereas the prior business processes were based on interactions with the citizenry via phone, fax, and postal mail, the new system was developed with self-serve capability so any citizen with Internet access and a valid credit card could conduct their business on a 7x24 basis.
- The use of off-the-shelf IT components and a self-serve approach to customer service resulted in dramatic reductions in the system's TCO.
- In less than four months and less than \$900K, a complex organizational turn was performed, putting purpose before process and process before technology, simplifying, innovating, and standardizing processes before automating them, and developing a custom system using off-the-shelf sub-assemblies
- Government services were improved and expanded while the cost of government was reduced.