



# Case Study #1: People Elements

By Group

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# Case Study: New Software Platform for Marketing Company

## Background:

A large marketing company has decided to launch a new customer-facing software platform to streamline purchasing, improve customer service, and enhance the overall shopping experience.

The project involves a cross-functional team that includes IT professionals, marketing, customer service, and operations teams. The project will run over 12 months and requires extensive collaboration with external software vendors and the involvement of multiple internal stakeholders.



## 1. Organizational and Project Ecosystems:

The project is set within a complex organizational ecosystem. The retail company operates in a competitive market with a history of slow technology adoption. The project team must navigate the company's existing systems, operations, and culture while ensuring the new platform integrates smoothly with current workflows.

The **project ecosystem** includes external software vendors, customer feedback systems, and regulatory requirements in the retail industry. The project must account for organizational silos, ensuring coordination between IT, customer service, marketing, and sales departments.



## **2. Change Management:**

The introduction of the new platform will require significant changes in both the technology infrastructure and the way employees interact with customers. Staff will need training on the new system, and some operational workflows will be revised. Customer service staff, for example, will experience a shift in how they interact with customers due to new backend systems and the platform's functionality.

## **3. Stakeholder Engagement:**

Stakeholders include customers, internal employees (across various departments), external software vendors, and regulatory bodies. The success of the project relies on managing the expectations and involvement of all these stakeholders. Customers are particularly important; their feedback on the platform's design, usability, and features will directly influence the success of the project. Internal stakeholders, such as the marketing team, must be engaged to align product launches with promotional campaigns.



#### **4. Culture:**

The company has a culture of risk aversion and tends to resist rapid change. This might cause delays or resistance to adopting new technology, especially among long-tenured employees who are used to older systems. The project team needs to understand this culture to tailor communication and engagement strategies accordingly.

#### **5. Collaboration and Co-creation:**

Since the project spans several departments, collaboration is crucial. The IT team must work closely with marketing and customer service to ensure the platform meets customer needs. Additionally, co-creation with customers through feedback loops ensures the platform's design is aligned with user expectations. External vendors and the internal project team also need to co-create features that integrate with the company's current systems.



## **6. Leadership and Team Dynamics:**

The project involves a diverse team, and effective leadership is necessary to ensure clear communication and motivation. Different departments (IT, marketing, customer service) have their own cultures and ways of working, which can sometimes lead to friction. The project manager needs to foster team dynamics that encourage trust, open communication, and collaboration, especially when tensions arise between departments.

## **7. Management:**

Managing the project involves tracking timelines, budgets, and progress against deliverables. Additionally, managing people's expectations and resolving conflicts is vital to project success. Regular performance reviews, clear documentation of roles and responsibilities, and consistent monitoring of project risks ensure the project remains on track.

# Answer: How Prince 2 Applies?



- In a group of 4, write your answers in yellow pad/bond paper.
- Elaborate each people element on how PRINCE 2 applies on each.  
E.g. Leadership and Team Dynamics (PRINCE Application .....)
- You only have **30 mins** to answer your paper.
- Avoid having answers that are answerable by ChatGPT or any other AI tools. Once the answers are proven so, there are possible deductions in your Case Study grades.
- If you use sources, please site it.
- The grading of your case study will highly regard on the uniqueness and extensiveness of your answers that are based on the PRINCE2 principles and discussions.