Case study

T-Systems

T-Systems operates information and communication technology (ICT) systems for multinational corporations and public sector institutions. It has offices in more than 20 countries and approximately 50,000 employees who have expertise in ICT innovations and it generates an annual revenue of Euros 9.5 billion.

Travel operator TUI contracted with T-Systems to manage their IT project to consolidate their systems. Their objectives were to increase collaboration between employees and TUI's European markets, improve the customer experience and rationalise the supplier base while delivering significant cost savings to TUI. The transformation would be a significant business change programme that would involve the contact centres, retail high street stores, offices and also airport locations.

This was a complex project and, as each business had different requirements, it meant that decision making was difficult. Some parts of the business were less involved in the project discussions than others and that resulted in ideas being rejected when the criteria for the project could not be agreed upon by everyone. Following extensive, collaborative discussions, there were significant changes to the project plan, including the countries included in the scope of the deal, the commercial model and the contractual terms for the programme.

The execution and deployment was led by an overall transformation programme, with senior project managers responsible for key work streams that aligned with the programme, test managers and roll-out managers. Stakeholder management remained critical to success. Setting up working groups, that included T-Systems, TUI IT, TUI business people and led by the TUI change team, proved invaluable and increased the vital flow of communication between all stakeholders in contact centres, shops, offices and airports.

The project was back on track and the schedule revised, which resulted in TUI being the first travel operator to implement a single form of communication between all parties. Customer satisfaction scores were used to measure the success of the project, which was recorded as globally significant by the end of the first year following implementation.

Check your knowledge

- What was the purpose of this project?
- What role did the project team have in the success of this project?
- Who can you identify as stakeholders in this project?
- What risks can you identify?
- What did the project team do to resolve issues?
- What are the benefits resulting from this project?

⏸ PAUSE POINT

What was the life cycle of the TUI project?

Hint   Try drawing the stages of the project to represent the project life cycle.

Extend   If you were the PM for the project in the case study, how would you go about planning the project?

Theory into practice

Identify a project where a business has implemented a new IT system. Read the case study and identify each stage of the project by comparing with the project life cycle.

Tip

Keep all your working and notes for this case study and, after working through section B, revisit it to identify where you could develop the project further.

You could try again after completing the other sections too. You may have to make some assumptions where detail is lacking.