

Project Manager

Interview Scenario – On-boarding

18th October 2021

Version 0.1



Scenario – Payments Solutions, EchoBank.

The Case Study

EchoBank is a market leader in Payments Acquiring. They manage 40% of the country's payments through their systems. To maintain their market leading position they are aiming to achieve significantly higher rates of straight through processing which has the dual benefit of reducing operational costs whilst improving merchant on-boarding experience and time-to-value.

You are a Project Manager within this major programme, leading the migration from the legacy pre-sanctioning system to the strategic platform.

The Business has decided to invest significantly over 2 years (£3.5M 2022 & £3.5M 2023) to:

1. Transfer and re-engineer the pre-sanctioning assessment of merchants from a legacy to strategic platform
2. Replace the risk decisioning engine that determines whether the merchant's risk profile is acceptable to EchoBank
3. Accelerate the fulfilment process by eliminating manual and batch processes

Funding is available, but a roadmap has not yet been defined in-line with the pace the business want to take with this initiative. The team needs a Project Manager to start engaging with the stakeholders and delivery teams to agree an achievable plan and delivery approach for the legacy pre-sanctioning system migration workstream as part of the wider programme.

You have been hired to mobilise the project and deliver, with an existing team of business analysts, architects and development and test resources across the UK and India.

Senior management wants to have regular progress reviews and would also like to be actively involved in any significant decision making. The Architecture team have proposed the solution and it involves various development teams with complex inter-dependencies contributing to the project.

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The Case Study

There are a number of risks and challenges that the Programme Manager has already identified as critical. They are listed below:

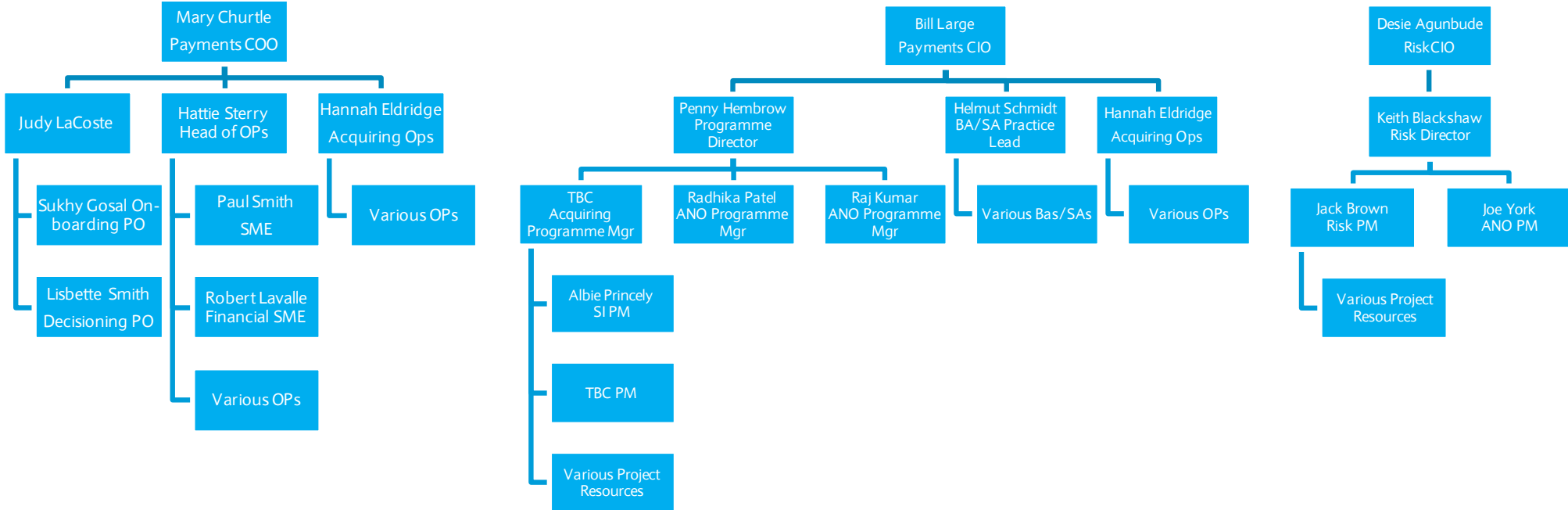
1. A high level plan for 2022 has been communicated to the Steerco, but is not underpinned with any details.
 - 30/6/22 Fulfilment improvements complete
 - 15/12/22 Strategic pre-sanctioning and decisioning platforms implemented
2. You will be replacing a vendor PM who may be reluctant to share knowledge.
3. Testing and cutover migration from the legacy pre-sanctioning system to the strategic platform will be complex and extremely important. Significant issues will result in reputational risk to EchoBank and likely be reported in the global press.
4. Mary Churtle is annoyed that she has seen no progress and the programme has been burning budget since June. She is pressing for results early in 2022; despite this being a 2-year funded programme.
5. Complex pre-sanctioning system and business process with limited documentation and functional expertise

To compound matters, you have the following problems within your own team:

1. Your feature team does not yet exist. You have 5 vacancies you need to mobilise quickly.
2. Everyone will need to work from home due to current pandemic restrictions.
3. You are heading into the Diwali and Christmas holiday season.

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Supplementary Information



What you need to present

1. Describe the process you will go through to plan the migration work stream. Please detail an appropriate methodology, key steps and any key artefacts needed?
2. Identify the scope and produce a high level plan detailing this work stream with timescales. State any dependent skill sets you'd need to draw on to run this work stream, a stakeholder matrix and provide a broken down cost estimate.
3. Describe the challenges you are likely to face in managing this work stream. Explain how you plan to manage them?

Deliver your response in a professional PowerPoint Presentation. You are encouraged to use relevant diagrams and reference known industry standard methodologies.

Allow 40 minutes to present and 20 minutes for panel questions.