



## Case Study: Program Management used to Re-organize and Define Organizational Structure and its Processes

**Industry:** Financial Services

**Company:** Large national mortgage provider

**Services Provided:** Program Management, Program Risk Management

**Challenge:** Our client had recently re-organized their Marketing & Communications function and asked for help to define the new team's vision, goals, organizational structure and key processes.

**Solution:** Bluestone was engaged to provide Program Management expertise for this large initiative. The program incorporated a multitude of projects around several aspects, such as organizational development, internal client needs, linkage to broader Corporate drivers, process re-engineering and metrics development. Bluestone also managed the *risk assessment and mitigation plan* as part of the program, ensuring proactive management of key risks.

Bluestone provided coaching and expertise working closely with the new group's Vice-President and Directors. We designed a roadmap, which included the overall vision and the sub-projects that needed to be completed to achieve the goals. Most of the projects were highly confidential and required a tight program management process to keep track of all activities, while maintaining strict control over communications (both within the team and with senior leadership).

**Result:** The new organization was rolled out *in less than 3 months*, with new roles, job descriptions and key metrics. The re-designed teams started working immediately with their internal customers and within the next quarter collaborated to define clear roadmaps on how to improve services for these organizations.

**Value Delivered:** One year later, the Client reflected on this project calling it "a huge success". The new organization addressed fundamental issues that could not be tackled with the previous organizational structure and leadership. The methodical but fast implementation allowed the company to retain talent within the team, while bringing more clarity and expectations to each key role. The roadmap for success also allowed the new Marketing team to re-invigorate their collaboration with the business units, leading to much closer partnership and an increased 'value add' for the entire Company.

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