Case Study

Keeping a Company-Wide Transformation on Track: How Judge's PMaaS Model Strengthened a Financial Services Organization's PMO

A leading financial services organization launched a company-wide transformation to move its core clearing platform to modern, cloud-based technology. Judge supported the effort through its Project Management as a Service (PMaaS) model, delivering a fully managed team of approximately 35 program managers, project managers, coordinators, analysts, and reporting specialists across every major workstream. Critical projects moved from red to green, leadership gained reliable real-time visibility, and the client expanded Judge's role as other vendor contracts came up for renewal.



THE CHALLENGE

A transformation that touched every corner of the business

The organization set out on a multi-year initiative to redevelop and modernize its core clearing, risk management, and data systems on cloud-based technology. The goal was to prepare the business for the next generation of clearing volume and handle it faster, more securely, and more cost-effectively. Just as important, the initiative aimed to strengthen resiliency, support regulatory compliance, and make the organization more agile in delivering new capabilities to its users.

A transformation of this scale reached far beyond IT. It spanned both technology and business functions, from governance, regulatory, and audit to systems and infrastructure, cloud, and data center operations. Each workstream carried its own dependencies, stakeholders, and deadlines.

To keep the initiative moving, the organization needed experienced program and project management support that could scale with the work, coordinate across workstreams, and deliver consistent reporting to leadership, without adding to the burden on its internal PMO.



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THE SOLUTION

A fully managed PMO team, built to scale

Judge delivered a cost-effective, locally based team of program managers, project managers, project coordinators, project analysts, and reporting specialists. Over the course of the engagement, the team grew to approximately 35 consultants supporting the client's enterprise PMO across every major workstream of the transformation.

What set the engagement apart was the model behind it. Through PMaaS, Judge didn't just place highly qualified consultants; Judge actively managed the team, taking ownership of performance management, reporting, interviewing, onboarding, offboarding, and knowledge transfer. That hands-on approach shortened ramp-up time for new team members and freed PMO leadership to focus on driving the transformation rather than managing staffing logistics.

Judge also helped the client build dashboards that provided reliable, real-time status across engagements, giving everyone from executive stakeholders to individual contributors a clear view of where each project stood.



THE RESULT

Projects back on track and a growing partnership

With Judge's team in place, critical projects across the portfolio moved from red to amber and from amber to green status. Leadership gained reliable, real-time visibility into progress, and new team members became effective faster thanks to Judge's structured onboarding and knowledge transfer.

The client's confidence in Judge grew alongside the results. Over the two-year engagement, Judge's team continued to expand based on overall satisfaction, and as other vendor contracts came up for expiration, the client chose to replace those consultants with Judge consultants.



Ready to Strengthen Your PMO?

Whether you're navigating a major transformation, scaling project delivery, or looking to bring more structure and visibility to your portfolio, Judge can help. Judge's PMaaS model brings together the right people, proven processes, and hands-on management to keep critical initiatives moving.

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