

Enterprise Digital & Regulatory Portfolio (120+ Projects)

Organisation: Exe Consulting

Role: Project Manager

Sector: Digital Product | Agile / Hybrid Delivery

- **Ambiguity**
- **Speed vs structure**
- **Client-facing delivery**

Context

Exe Consulting was engaged to deliver a digital hospitality product aimed at improving how hospitality businesses managed customer experience and operational workflows in a highly competitive, fast-moving market.

The client environment was characterised by:

- **Evolving requirements driven by user feedback and commercial pressure**
- **A need for rapid iteration, while still meeting fixed delivery expectations**
- **Multiple stakeholders with differing priorities, including product owners, designers, developers, and business users**

The challenge was not purely technical. It was about coordinating people, priorities, and pace. The product needed to be delivered quickly enough to remain commercially relevant, while maintaining quality, usability, and stakeholder confidence.

The delivery model required a hybrid Agile approach: flexible enough to adapt to change, but structured enough to provide predictability, control, and clear accountability.