

CASE STUDY

ShineWing Group, China

› PRINCE2 PROJECT MANAGEMENT DRIVING ENTERPRISE DIGITAL TRANSFORMATION

BACKGROUND

ShineWing Group is a leading professional services organization in China, with a history dating back to 1981. In 2024, the organization generated more than USD 564 million in revenue and, by the end of the year, had 30 offices across mainland China with almost 9,500 staff, including 403 partners.

The organization has transformed its digital and IT operations from an experience-driven approach to one based on systematic governance.

During this process, the PRINCE2 Project Management method was gradually introduced and applied to the group's project governance practices, becoming an important tool for unifying project language and improving decision making efficiency.

CHALLENGE

According to ShineWing Group, IT projects are no longer just about technology delivery, but also about governance, collaboration, and value realization. As project scale continues to expand and business complexity continues to increase, establishing a clear and replicable project governance system while ensuring delivery efficiency, has become a challenge that many more enterprise management teams face.

Prior to the introduction of PRINCE2 Project Management, ShineWing Group had already established a certain foundation in IT project management, such as developing and advancing project plans based on the personal experience of project managers; managing at the planning, schedule and delivery levels by referring to PMP, internal management systems, and ITIL, and establishing phased reporting and review mechanisms in some large projects.

These practices had, to some extent, ensured the basic delivery of projects, but as the group's digital transformation continued to deepen, some structural problems gradually emerged, for example:

› Inconsistent project governance:

Governance methods varied significantly across different projects and teams, making it difficult for partners and management to make decisions from a unified perspective. At the same time, cross-departmental collaboration was costly, as IT and business teams had a different understanding of roles, responsibilities, and decision-making authority.

› Lack of a systematic mechanism for managing risks and issues plus change control:

In complex projects, risk control relied more on personal experience than on a standardized, reusable management system. It was against this backdrop that the company began to look for a method that could unify project governance language and decision-making mechanisms at the enterprise level, and PRINCE2 Project Management was identified.



SOLUTION

Tailoring a gradual approach to implementing PRINCE2 Project Management

Led by the CIO and PMO, the core principles of PRINCE2 Project Management were translated into practical methods that are more in line with the language of business and management.

The emphasis is on "tailoring to demand", retaining only content that is truly valuable for decision-making, risk management and quality.

Because of the many stakeholders involved in a project, getting all parties to accept and adhere to a unified governance framework was a challenge. To address this, ShineWing Group adopted a gradual approach, starting with core projects and key roles, rather than implementing a full rollout from the beginning.

Integrating PRINCE2 Project Management

When deploying the PRINCE2 Project Management method, the company localized and integrated it as follows:

› Project initiation and phase approval

PRINCE2 Project Management's approach to business justification was combined with the firm's existing budget management and compliance requirements.

› Risk management

Information security and data compliance requirements were incorporated into the PRINCE2 Project Management risk register.

› Project delivery

During the IT project delivery phase, PRINCE2 Project Management was integrated with ITIL to ensure a smooth transition of project deliverables to the operations and maintenance phase.

› Closing a project

During the creation of the internal management system, the project's final stage strictly adhered to PRINCE2 Project Management requirements to complete deliverables acceptance, document archiving and quality confirmation.

And, in accordance with ITIL, the system, data and related documents were standardized and transferred to the operations and maintenance team, clearly defining the transfer list and the boundaries of operations and maintenance responsibilities.

The data analysis and problem summaries generated during the operation and maintenance phase were fed back to the project team, forming a closed loop of continuous optimization.

Adopting PRINCE2 Project Management – an example:

For a large, IT platform restructuring project, the PRINCE2 Project Management principle of continued business justification was important to regularly assess whether the project still met the initial business objectives.

This enabled management to make decisions on whether to continue, adjust or scale back at key junctures, rather than waiting until the project was completed to conduct a comprehensive review.

Furthermore, the method's structured and replicable features proved highly compatible with the group's project types. For example, risks in similar projects were identified and addressed in advance based on lessons learned, while risk and quality management became proactive rather than reactive. These concepts have significantly reduced the overall risk of large-scale projects.

“Against the backdrop of deepening digital transformation, projects have become an important vehicle for implementing corporate strategies. PRINCE2 Project Management is not a method that increases process burden, but rather a management method that helps enterprises establish a clear governance structure, achieve rational decision-making and deliver continuous value in complex environments.”

Huang Zheng,
IT Partner at ShineWing Group

RESULTS AND METRICS

How did PRINCE2 Project Management improve project governance and decision making within IT projects?

- › The integrated approach provided the **governance** of PRINCE2 Project Management, resulting in stable and sustainable overall results.
- › The method helped the company clarify which decisions to **escalate** to the governance level, through phased check points and with a clear authorization mechanism, that enabled project teams to act quickly within established boundaries.
- › Reduction of repeated **communication** and unnecessary delays.
- › **Clearly defined roles and responsibilities** – i.e., clearly defining from the start of a project who is the decision-maker, who represents the business and who is responsible for delivery shortened the decision-making process, enabling a faster response to project changes.
- › **Continued business justification**: timely alignment with business objectives through periodic reviews enabled immediate correction of any deviations and avoided ineffective investment.
- › **Learning from experience** and reusing successful practices from similar projects throughout the entire project lifecycle reduced trial and error and improved response speed and delivery quality.
- › Project managers worked with **clear authorization** rather than taking unlimited responsibility while business departments had a clearer understanding of their roles and responsibilities in the project.
- › **Project collaboration** shifted from "one-way demand submission and passive acceptance" to a structured collaboration model characterized by closed-loop responsibilities, clear division of labour and efficient decision-making.
- › Through the **successful implementation of key projects**, the team gradually shifted from being "required to execute" to "actively understanding and recognizing the use of the technology", thus achieving **a change in attitudes and culture**.

Lessons learned from adopting PRINCE2 Project Management within ShineWing Group:

- › Treat PRINCE2 Project Management as **an enterprise-level, project governance tool**.
- › Start with the most complex and representative projects, rather than piloting the simplest ones.
- › Tailor and integrate the method with a company's own culture and management system.

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