CADENCE MC
Getting Projects Done.

CASE STUDY SUMMARY

Empowering project teams to meet aggressive time-to-market goals for innovative technology products.

Segment Spotlight: Consumer Electronics

OPM in Action: Organizational Project Management helps Consumer Electronics Client speed delivery of new products to market.

Getting new products to market is challenging in any industry. Plans are crafted, resources assembled and project teams move forward to meet a market opportunity. Nowhere are these challenges more acute than in Technology; where the ability to meet fast-closing windows of opportunity can mean the difference between market leadership and playing catch-up. When markets move at the speed of thought, project teams need to do the same. Enabling their project teams—and the broader organization—to keep pace was just one advantage this client gained by using Cadence's PM Methodology.

THE CHALLENGE

Project teams were underperforming. Insufficient project management expertise and the lack of an effective PM methodology was preventing the customer from getting innovation-driven products to market in time to meet market windows. In addition to missing opportunities, they were losing key engineering talent, as management's expectations for product delivery were not aligned with the ability of the project teams to deliver.

THE SOLUTION

as temporary Manager of the Project Management Office. Cadence conducted a Project Management Practice Assessment and provided observations and recommendations. Project Managers and their teams attended one-on-one and group Project Management Training sessions. Detailed plans were created for current projects, using the Cadence OPM Methodology. Cadence web-based tools were implemented — in conjunction with MS-Project — to plan, track and manage projects.

THE RESULT

The cross-functional project environment that was created enabled teams to operate more effectively. Morale increased significantly. Five months later, the next set of key milestones was met for 100% of the active projects in the portfolio. Subsequent product releases were delivered on schedule, to meet market windows. Implementation of a Capacity Management System provided Senior Management with "dashboard" data that enabled high-level monitoring of resource requirements for future projects.

ASSESSMENT & BRIEFINGS

A Project Assessment was conducted to determine the "true state of affairs" and to develop a new set of recommendations. This was achieved through a series of interviews with each of the individual Project Managers — along with each of their respective Project Teams — and by reviewing documented records for each project. Interviews were also conducted with each of the Functional Managers in order to gain insight and to get their perspectives on the situation.

ONGOING TRAINING PLANS

Since everyone in an organization plays a role in successful project management, joint training sessions were held for all Functional Managers, Project Managers and Project Team Members. Also, each of the newly-hired Project Managers attended either the public or in-house private version of the Cadence Project Management Methodology seminars.

THE PROJECT PROCESS

A Project Control Center was established — accessible and in view of all employees. Project plans were placed on the wall, project tracking was visible, bug tracking was displayed graphically, countdown clocks were maintained and 10-minute status meetings were held in the early morning.

DRIVING TO RESULTS

An extraordinary outcome sometimes requires extraordinary commitment. With three weeks to go, the PMO discovered that the pilot build milestones would not be met. A new product introduction plan was created, with support from all employees. It called for six-day work weeks for three weeks until pilot manufacturing was completed. Flex hours were permitted without limitation. Catered meals were provided seven days per week. All work hours were tracked and there was a commitment from management to compensate with paid time-off. All milestones were met!