

Segment Spotlight: Consumer Electronics



OPM in Action: Organizational Project Management helps Retail Client Implement Corporate-Wide Collaboration Environment.

In the Retail sector, intra-corporate information sharing and collaboration is critical. From store to store and region to region, management teams rely on everything from inventory information to delivery schedules to keep customers—and management—happy. So when a large office supply chain needed to transition from a legacy information platform to a new collaboration and information sharing environment they came to Cadence. Cadence enabled their project teams with the right combination of project management training and OPM project management methodology ... and got the job done.

CASE STUDY SUMMARY

Managing the transition to a new information sharing and collaboration environment.

THE CHALLENGE

In a large retail office chain, Project Managers and teams tasked with migrating to a new corporate collaboration environment lacked the project planning and control discipline to deliver this mission-critical project on time. No project management methodology had been defined, and the project management role was unclear. Key elements were typically missing from project plans and project control was very labor-intensive.

THE SOLUTION

Implemented a combination of Cadence OPM™ Methodology and the Project Management Framework. Deployed the initial and ongoing PM training program for the project team, and Executive Briefing Plan for Stakeholders and key Sponsors. Developed the project-specific Project Management Guide™ and resource materials for ongoing project guidance. Developed three Rapid Startup Plans linking the Project Profile, WBS, Responsibility Matrix and Project Schedule. Coordination Plan for working with the project team to implement the Cadence OPM™ tools.

THE RESULT

Not only was the project delivered on time, but overall Project Portfolio delivery improved from 60% on-time delivery to 90% on-time delivery. All key projects were tracking—with clear status reporting—and working within organizational capacity. In the first year, productivity increased 25 %, as measured by project completions per year. At the end of the calendar year, the client made the decision to extend the same project management disciplines to all corporate functions.

ASSESSMENT & BRIEFINGS

First, to better understand the client's current project management practice, interviews were conducted with a cross-section of the IT group's project management community. Also, in order to ensure their understanding of the PM process and OPM methodology, Cadence engaged the IT organization's executive leadership in a series of Executive Briefings.

PROJECT MANAGEMENT GUIDE

Cadence PM experts collaborated with the project team to develop a comprehensive Project Management Guide, outlining appropriate best practices to be applied, based on the size, risk and complexity of the project. The guide documented specific strategies—based on initial interviews and briefings—for consistently employing the OPM framework across the organization.

ONGOING TRAINING PROGRAMS

A comprehensive training schedule was quickly established that included ongoing project management training, and incorporated planning and control skills training. Subsequent risk management training was delivered, along with a follow-on project to document the adoption of project management methodologies.

CONTINUOUS IMPROVEMENT

In order to help the client improve project results across the organization, Cadence performed a resource-loading exercise for the Top 10 projects immediately. Cadence Consultants then helped the client select new software tools to support the WBS and deliverables-based planning. Finally, adjustments were made to the SDLC Phases and the PM methodology was more closely aligned with development phases.