CADENCE MC
Getting Projects Done.

Segment Spotlight: Safety Technology

OPM in Action: Organizational Project Management helps Improve Safety Technology Client's Key Product Portfolio Decision Making.

Decisions regarding the 'sunsetting' of existing products or continuing their development can be challenging. Especially considering the associated support and development projects, which tend to be large and complex. Project experts — armed with the right methodology and tools — can help simplify this key operational process. Understanding that this process had a multi-million dollar impact on this specific client's business, Cadence helped define their resource needs and analyze risks, delivering targeted training and realistic plans/schedules that enabled them to make tough product management decisions and take advantage of a short window of opportunity in their market.

CASE STUDY SUMMARY

Helping a global tech client implement the right PM tools and methodology, deliver effective projects and make more informed product portfolio decisions.

THE CHALLENGE

With responsibility for the most complex and highly-visible projects — the implications of which cut across the entire business unit — the client's inexperienced project team was overwhelmed. Key product portfolio decisions would be based on the project team's deliverables, but lacking executive sponsorship and steering committee involvement, it was highly likely that key projects would not be delivered on time. This created the potential for significant financial impact and operational risk to the business.

THE SOLUTION

Beginning with an Initial Assessment, key gaps in their project management approach, resource availability and overall structure were identified. A rigorous project re-planning session was then held, in order to create a new and comprehensive project plan, including clear definitions of roles and responsibilities. Finally, the team — including the Executive Steering Committee — attended Cadence's Project Management Methodology seminars, instilling a shared culture of project management best practices.

THE RESULT

Based on a clear understanding of the importance of active executive-level support, realistic expectations for the project team's results, Cadence training and a robust new project plan, the project was delivered on time. It led to informed decisions regarding a course of action and how to best move forward with competing product priorities.

ASSESSMENT & BRIEFINGS

A Project Assessment was conducted to determine the 'true state of affairs' and to develop a new set of recommendations. Each of the Project Managers and their respective project teams were interviewed, and documented records for each project were reviewed. Interviews were also conducted with each of the Functional Managers to gain their perspective of the situation.

TRAINING AND ALIGNMENT

Having jointly attended targeted Cadence project management training, the project teams, executive sponsors, and business unit management based the new project plan and future activities on a shared understanding of Cadence's OPM Methodology. Within the OPM framework, management and team roles were now clearly defined, while a new focus on team commitment and engagement allowed them to function more effectively as an extended team, and deliver higher-quality projects quicker.

LOWER SCHEDULE COMPLEXITY

Though comprehensive, the existing task list was so extensive as to be difficult to manage. A more workable version was created with specific changes. Already-completed work was removed, associated deliverables were combined and — where appropriate — specific tasks were merged and reassigned. These and other changes significantly reduced project complexity and project manageability while improving project quality and shortening delivery time.

SCHEDULE/RESOURCE LOADING

A dedicated Project Manager was assigned to manage the schedule and use it as a control tool. Assumptions were identified, and resources were confirmed and committed. Risk planning and risk management practices were implemented. Cadence resource allocation tools were used, to automate the development of a more accurate and credible project schedule.