

Overview

Beginning in 2004, EcoSys Management implemented Primavera's Project Management and Methodology Management products within the new product delivery services group of a major North American wireless provider. The service group owns the process for new product delivery, manages implementation of all new wireless products and services, and provides system implementation and operations support.

Sponsor Requirements

The sponsor of the Primavera implementation stated three base requirements.

1. Alignment of the associated business processes
2. Increased Project Management awareness
3. Increased Project accountability

Key Success Factors

- Strong sponsorship
- Clear and communicated vision
- Product development process
- Phased and scalable implementation
- Integrated customized training - "Teach the way it is intend to be used."
- Project team cohesion
- Commitment to initial capital and ongoing investment

Approach

The client's decision was to incorporate a "best of breed" approach to the implementation addressing business processes, project management tools, and education (training, mentoring, and support). Through their selection process three organizations were chosen. A global management consulting and technology services company was chosen to lead the business process redesign. Primavera was selected to supply the enterprise project management system. And EcoSys Management was selected to provide the professional services expertise required to implement the Primavera product and support the development of project management processes.

The business process redesign lead was tasked with enhancing the product development process, standardizing document templates, and developing project management methodologies. EcoSys Management was responsible for the implementation of Primavera including, tool configuration, project management procedure development, and report development. EcoSys Management also supported education of the product delivery services group through developing of a customized training curriculum, and providing ongoing support of the Primavera tool and project management best practices.

Implementation Deliverables

- Project Management Procedures & Workflow
- Schedule Management Tool
- Methodologies

- Document Templates & Document Management
- Customized Training
- Custom Project Portal & Reporting
- Follow-up Mentoring

Implementation Methodology

EcoSys Management is a Premiere Primavera Solutions Provider and implements enterprise project management based upon the Primavera Implementation Methodology (PIM). The implementation for the wireless provider was modified by increasing the focus on the design phase and a significant investment in the front line project managers by developing a client specific user training curriculum.

The design phase could accurately be described as a prototype on paper. Every aspect of the design (enterprise structures, project and activity coding, resources, and reporting) was identified and agreed upon by the core team before the configuration of the Primavera tool began. This design was influenced by stakeholders, and guided by the requirements defined. The Readiness Assessment Document was completed and an Application Configuration Document captured the core team decisions regarding the structuring of Primavera.

Additional efforts during design included the creation of procedures such as managing the project plan, managing risks and issues, and the weekly status meeting, change management, project close, project initiation, managing requirements, resource capacity planning. The project management procedures were integrated into the customized training providing additional consistency within the client's project management culture.

The prototype phase was executed by selecting projects managed by core implementation team members as the test projects. The core team had already been trained in Primavera and was immersed in the process redesign and the Primavera configuration decisions. This allowed for a reduced duration of prototyping by overcoming the product and process learning curve challenges. Lessons learned were reduced by the emphasis given to the design phase ("prototype on paper"). However, those lessons captured were incorporated into the design.

The pilot phase focused on training and mentoring. The initial decision to train based on the generic Primavera curriculum with an in-house trainer was deemed unsuccessful after the first attempt. The trainer lacked the necessary familiarity with the tool and the curriculum was not specific enough to address the needs of the front line project manager. The decision was made to invest in the development of a highly customized training program that incorporated the project management processes defined during the design phase. The resulting curriculum was only 10% based on the Primavera basic course and the remainder was a combination of process training and Primavera training interwoven to provide a clearly defined client approach to Primavera and to project management in general. The five day hands-on course was very well received even by the most seasoned project managers and was a key to the success of the implementation.

The rollout phase of the implementation incorporated seven training classes over a six month period. Following the training, dedicated mentoring was provided to increase the effectiveness of the classroom training. A weekly "open-house" was held where project managers could drop-in to ask questions and collaborate to find more effective uses of the

Primavera tool. Complementing the “open-house” sessions was the dedication of the mentors as project management rovers helping out throughout the group on an as-needed basis. The mentoring was initially staffed by EcoSys and was transitioned over to client resources.

To decrease time-to-market, the project initiation phase was shortened by the development of three methodology templates that could be brought into Primavera quickly through the use of Methodology Manager and the Primavera Project Architect functionality. The reports available during rollout had been designed and tested during prototype and pilot phases and were very effective from the start. There were a limited number of layouts (or views) within the tool that were provided to the users and increased the effectiveness of project execution and control.

Results

Time to Market was the number one issue for the client who was consistently late on project delivery due to process issues and lack of visibility to ongoing project status and performance. The effectiveness of the combined process/product training, together with the value of having an enterprise management tool, increased the ability to manage the schedule during execution and provided management level visibility to early warning indicators of schedule delays. This allowed the team to make adjustments early in the execution phase and avoid the need for last minute heroics which are seldom effective. The implementation was successful and ROI achieved after completion of the first major project which was completed ahead of schedule.