



FOOD MANUFACTURING COMPANY TRUSTS PMALLIANCE TO COORDINATE A COMPLEX PROJECT TO TRANSITION A PORTION OF ITS FOOD PRODUCTION FUNCTION TO AN OUTSIDE PARTNER.

Using our proven planning methods and project management control processes, we were able to help this long-standing customer deliver a top-quality product on time and avoid potential penalties.

CHALLENGES

MANAGING A DOWNSIZING WORKFORCE

As part of the process of transitioning some functions to another production facility, the company's workforce numbers needed to be strategically reduced. The company wanted to ensure that the timing and coordination of the downsize messaging as well as the transition activities had minimal impact on employees, day-to-day operations, and the transition project.

MAINTAINING QUALITY AND CONSISTENCY

The company's first priority was to guarantee that the flavor and texture of the food produced in the supplier's new facility remained consistent across the manufacturing process. The goal: make certain consumers would be unable to distinguish a difference in the product once the transition was complete.

ENSURING EQUAL COMMITMENT

The transition project required a significant shift in the relationship between the company and its supplier. It was imperative for both companies to function as equal stakeholders, with an equal commitment to the project and its deliverables. Additionally, because the company would retain several aspects of production (including final assembly of the food product), the transition required support systems be integrated between the two companies to coordinate efficient scheduling and delivery of all food materials.

SOLUTIONS

TRAINING

Our customized, structured approach to this transition project started with our two-day Duration-Driven® Planning & Control course for all key stakeholders and team members from both companies. The course, based on PMAlliance's proven methodology, provided the team with an understanding of the basic concepts of Duration-Driven Project Management and the tools to control the production transition project effectively. During the development and update of the project's plan, team members from both companies reinforced the skills of teamwork, strong communication, and collaboration. Both the company and supplier shared an equal role in the project planning and implementation, focusing on a common goal with individual accountability.

DURATION-BASED ESTIMATES

Team members from both the company and the supplier worked together with PMAlliance's project management consultant to create a project charter to define the project's scope and objectives. With team members acting in agreement, the project charter became a top-level schedule the team used to identify major phases, duration, and deliverables as well as to forecast and assign resources and project activities.

PMAlliance's consultants worked directly with project team members to determine duration-based estimates for project activities. These estimates allowed both companies to see how project activities interconnected and how each activity could impact the project's milestones and target deadline. Our expert facilitator used the duration-based estimates to determine the level of detail (granularity) necessary in the completed plan and assign single points of responsibility for plan activities. Team members from the company and supplier committed to the project charter and schedule as well as to accomplishing their assigned tasks at their respective locations in a timely manner.

PMALLIANCE COMPRESSED THE ORIGINAL SCHEDULE AND HELPED THE PROJECT FINISH SIX WEEKS EARLIER.

CONTROLLING THE PROJECT

PMAlliance employed our Duration-Driven® project control process to monitor the project's actual progress in a streamlined and proactive manner. This dynamic control process recalculated the expected finish date of the project based on activity updates, requiring the team to take specific actions if the project's calculated, expected finish date did not align with its targeted finish date. It also allowed our consultant to assist the team with quickly identifying potential issues that might arise along the way, and determining the corrective actions that would be required to keep the project on-schedule. With the control process in place, PMAlliance's consultants were able to update all team members and stakeholders with weekly status reports, keeping them informed of real time activity as it progressed.

COMPRESSING THE TIMELINE

Team commitments were incorporated into a dynamic, network-based project plan that used the activity durations and activity precedence relationships to determine the expected finish date and the project's critical path. This project plan showed the team and key stakeholders that multiple tasks could be carried out simultaneously, allowing the original schedule to be compressed and the project finished six weeks earlier than anticipated. Without sacrificing team member commitment or accountability, the compression process used the critical path to align the calculated, expected completion date with the targeted finish date. The team also controlled the project schedule to ensure adequate staff remained throughout the transition while downsized employees could seek new employment without delay.

ABOUT PMALLIANCE



Corporate Headquarters
Phone: 770.938.4947
Fax: 770.234.6997
2075 Spencers Way - Suite 201
Stone Mountain, GA 30087

PM-ALLIANCE.COM

**OUR
METHODOLOGY**

—
**Your
Success®**

SOLUTIONS**ADD-IN TOOLS**

Throughout the transition project, team members received as-need training from PMAlliance's expert consultants in how to develop a process for schedule updates using our proprietary project management software and customized add-in tools for Microsoft Project. At any time, the project team could view the project's controlling path, review updated activity durations from all team members, identify and resolve critical issues in a timely manner, and provide detailed reports to the project stakeholders at both the company and the supplier.

FACILITATION

PMAlliance's project management consultants served a crucial role as the primary facilitators for the implementation and ongoing control process of this production transition project. From the outset, our consultants helped company management and the project team to set explicit expectations and requirements for all stakeholders. With their expertise in facilitation and our Duration-Driven® Methodology, our consultants served as a neutral party able to see the big picture and level of granularity necessary to ensure adherence to the tight schedule for critical-path activities. Key stakeholders received weekly project status updates generated via our Duration-Driven® project control process, keeping them informed of real-time activity progress and energizing the team's commitment and accountability.

PMALLIANCE SUCCESSFULLY ENABLED THE COMPANY TO STREAMLINE ITS OPERATIONS AND CREATE A STRONGER PARTNERSHIP WITH SUPPLIERS.

RESULTS

With an all-inclusive project team and comprehensive Duration-Driven® project control process in place, this food manufacturing company was able to neutralize a potentially politically-charged environment to successfully streamline its operations. Through PMAlliance's Duration-Driven® methodology, training and facilitation, the transition project was completed six weeks early and considerably under budget, resulting in significant cost savings for both the company and its supplier. Today, this food manufacturing company continues to use PMAlliance's proven process and proprietary Duration-Driven® methodology, software, add-in tools, and web update system to manage additional tactical and strategic projects as they arise.

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Corporate Headquarters
Phone: 770.938.4947
Fax: 770.234.6997
2075 Spencers Way - Suite 201
Stone Mountain, GA 30087

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PMAlliance is a team of certified project management professionals who have years of real-world experience. We provide training, consulting, and project management office development services for our clients worldwide, from Fortune 1000 companies, to multi-national businesses, to entrepreneurial ventures.

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