



# MANUFACTURING COMPANY RELIES ON PMALLIANCE TO PREVENT THE POTENTIAL REMOVAL OF ITS PRODUCTS FROM THE MARKET DUE TO FAILED REGULATORY COMPLIANCE.

A manufacturing company asked PMAlliance to manage a complex project that would ensure all of its products met new EPA (Environmental Protection Agency) regulatory requirements. The project faced several significant challenges including insufficient resources, a mandatory deadline, and high-stake consequences if the compliance dates were not met.

## CHALLENGES

### INEFFICIENT PROJECT MANAGEMENT

In order to meet the standards of the new EPA regulations for its products, the company needed to develop and implement dozens of technology modifications. Unfortunately, equipment resources and key personnel with the necessary experience were already over-allocated with day-to-day duties. The company required detailed data to determine how to create a viable return-on-investment: reallocating existing resources without sacrificing productivity or hiring additional staff and purchasing equipment.

### MANDATORY DEADLINE AND HIGH-STAKE CONSEQUENCES

The EPA regulatory requirements for each of the company's products had to be met by specific dates. The consequences of incompliance were high: a product could not be sold unless it fully complied with the new regulations by the mandatory deadline. Any delay or unexpected issue could cost the company hundreds of thousands of dollars in lost revenue and unnecessary expense.

## ABOUT PMALLIANCE

### PM Alliance

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PM-ALLIANCE.COM

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.

**OUR  
METHODOLOGY**

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*Your  
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## SOLUTIONS

**TRAINING**

PMAlliance's involvement in this regulatory compliance project began with our two-day Duration-Driven® Planning & Control course based on our proven methodology. The course provided the team members and key stakeholders with an understanding of the basic concepts of Duration-Driven Project Management and the tools utilized to effectively implement and manage projects. During the development and update of the project plan, the PMAlliance project management consultant worked with team members to reinforce the importance of strong communication, teamwork, and collaboration.

**DURATION-BASED ESTIMATES**

Once team members and key stakeholders understood the Duration-Driven® project management process, PMAlliance's consultant worked with the team to develop a project charter. It outlined the project's scope and objectives and became the foundation for the top-level schedule that defined major phases, project duration, and project deliverables. Once completed, the project charter aided in the forecasting and assignment of resources and project activities.

Our project management consultant worked directly with the members of the project team to determine duration-based estimates for each in-progress and future activity to be included in the project plan. For each plan activity, PMAlliance's expert facilitator used the duration-based estimates to assess the level of granularity (detail) required for the completed plan and to determine the single points of responsibility. The estimates allowed the team to see how each member's activities connected to the overall project, impacted project milestones, and harmonized with day-to-day tasks.

# PMALLIANCE HELPED TEAM MEMBERS SEE BOTH THE BIG PICTURE & LEVEL OF DETAIL NECESSARY TO CREATE A SUCCESSFUL PROJECT PLAN.

**FACILITATION**

With their expertise in facilitation and our Duration-Driven® methodology, PMAlliance's project management consultants could see both the big picture and level of granularity necessary to create and implement a successful project plan to meet the EPA regulatory requirements. The consultants were the primary facilitators and points-of-contact for the implementation and ongoing control process throughout the lifecycle of the project. Using our Duration-Driven® project control process, our consultants acted as a clearinghouse for all project information, keeping the project teams, company management, and other key stakeholders informed of real-time progress via a dashboard that provided as-needed detailed information as well as weekly project status updates.

**ADD-IN TOOLS**

In addition to the initial Duration-Driven® Planning & Control course, PMAlliance's expert consultants trained team members how to use our proprietary project management software along with its customized add-in tools for Microsoft Project to create an easy schedule updating process. With this new software and training, the project team and company management now had the ability to see, in real-time, a project's controlling path and updated activity durations. They could identify and resolve critical areas or delays in the project and provide timely, detailed reports to team members and project stakeholders.

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**COMPRESSION AND CONTROL**

PMAlliance's project management consultant incorporated the team member commitments into a dynamic, network-based project plan that calculated the expected finish date and critical path using activity durations and activity precedence relationships. The project plan significantly compressed the project schedule and showed the team that multiple tasks could be carried out simultaneously. Without sacrificing team member accountability or commitment, the compression process used the critical path to align the calculated, expected finish date with the targeted finish date.

With a newly compressed schedule, we employed our Duration-Driven® project control process to monitor the project's actual progress in a streamlined and proactive manner. Each project activity update triggered a recalculation of the expected finish date, requiring the team to take specific actions if the expected and targeted completion dates did not align. The dynamic control process allowed our consultants to assist the team with quickly identifying potential issues that might arise along the way, and determining the corrective actions required to keep the project on-schedule. With the control process in place, PMAlliance's consultants provided all team members and stakeholders with weekly status reports, keeping them informed of real-time activity as it progressed. Company management used this detailed plan data to reallocate staff and equipment from non-critical to critical path activities.

# PMALLIANCE HELPED THE COMPANY MEET THE EPA REGULATORY REQUIREMENTS ON TIME AND DEVELOP A PLAN OF ACTION FOR THE NEXT PHASES OF EPA REGULATIONS.

## RESULTS

With our comprehensive Duration-Driven® project control processes and a realistic, detailed project plan in place, the company successfully met the EPA compliance dates for each of its products without significant disruption to the day-to-day activities of key staff and equipment resources. In addition, the company won several industry awards for the technology solutions it implemented throughout the project. Today, this manufacturing company relies on PMAlliance's proven process and Duration-Driven® methodology, software, add-in tools, and web update system to ensure it meets key EPA regulatory program milestones and makes important decisions in a proactive manner.

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