



# MANUFACTURING COMPANY RELIES ON PMALLIANCE TO DEVELOP REALISTIC PROJECT PLANS AND PROVIDE ACCURATE REPORTING TO EXECUTE A SERIES OF SIMULTANEOUS STRATEGIC PROJECTS.

A manufacturing company asked PMAlliance to redirect its efforts to implement new strategic projects that would increase sales and profitability. The project teams faced several significant challenges, including project plans without realistic scheduling or resource allocation, how to integrate the new projects with day-to-day tasks, and inadequate reporting to the project's stakeholders.

## CHALLENGES

### UNREALISTIC PROJECT PLANS

To reach its aggressive goals for increased sales and profits, the company hired a strategic planning firm to identify the necessary tactical projects. Unfortunately, the strategic planning firm did not possess the required expertise to develop realistic, detailed project plans for the newly-identified marketing, product development, manufacturing, and sales projects. In addition, the board of directors and company management wanted assurance the strategic projects would provide a sufficient return on investment within the allotted timeframe.

### INTEGRATING NEW PROJECTS AND ONGOING WORK

The board, management and staff were also concerned that the additional tasks and resources needed for the new strategic projects would interfere with the completion of day-to-day work throughout the company. Without a comprehensive plan for resource, staff, and time allocation, incorporating the new strategic projects into an already demanding workload presented significant challenges.

### INADEQUATE REPORTING

The board's preparation and willingness to fund the new strategic projects was tempered by the lack of relevant, accurate data on the budgeting and feasibility of the projects. To ensure the highest return on investment, the board sought advanced warning of any potential problems, unexpected expenditures, or delays. The board and management also wanted regular, frequent analysis and reporting throughout the lifecycle of each strategic project.

## SOLUTIONS

**TRAINING**

PMAlliance's involvement began with our two-day Duration-Driven® Planning & Control course based on our proven methodology. The course explained the basic concepts of Duration-Driven® Project Management and the tools necessary to effectively control the progress of the company's new strategic projects. During the development and update of the project plans, the PMAlliance project management consultant worked with team members to reinforce the importance of strong communication and collaboration throughout the term of each project.

**DURATION-BASED ESTIMATES**

Once team members and key stakeholders understood the Duration-Driven® project management process, the team worked with our project management consultant to develop a project charter for each new strategic project. The charter outlined each project's scope and objectives and became the foundation for the top-level schedule to define major phases, project duration, and deliverables. The teams used the completed project charters to forecast and assign resources and project tasks with a focus on minimizing the disruption of ongoing work.

PMAlliance's project management consultant worked closely with each project team member to calculate duration-based estimates for all necessary project activities. The entire team could visualize how each member's activities connected to the overall project, impacted project milestones, and harmonized with every day tasks. PMAlliance's expert facilitator used the duration-based estimates to assess the level of granularity (detail) required for each project plan and determine the single points of responsibility for each plan activity.

# PMALLIANCE WORKED WITH TEAM MEMBERS TO REINFORCE STRONG COMMUNICATION AND COLLABORATION.

**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 for each of the company's new strategic initiatives. The consultants were the primary facilitators and points-of-contact for the implementation and ongoing control process of each 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 board members informed of real-time progress via a dashboard that provided as-needed detailed information as well as weekly project status updates.

**ADD-IN TOOLS**

Throughout the project timeline, PMAlliance's expert project management consultants assisted team members in creating an easy schedule updating process using our proprietary project management software and its customized add-in tools for Microsoft Project. With this new software and training, at any time the project team could 1) see the project's controlling path, 2) review updated activity durations, 3) identify and resolve critical areas in the project (including potential problems and delays), and 4) provide timely, detailed reports to the team, management, board, and other project stakeholders.

**ABOUT PMALLIANCE**

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# PMALLIANCE HELPED THE COMPANY DEVELOP ACCURATE PROJECT PLANS WITH DETAILED RESOURCE ALLOCATION AND REAL-TIME METRICS REPORTING.

## RESULTS

With realistic, detailed project plans and comprehensive Duration-Driven® project control processes in place, this manufacturing company was able to maximize its return on investment and meet its aggressive strategic initiatives. Through PMAlliance's Duration-Driven® methodology, training and facilitation, the company completed all of its new strategic projects, minimized disruption of day-to-day tasks for its staff, and increased its stock price by over 280%. Today, this manufacturing company relies on 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.

## 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.

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