

Project Office Methodology

case study

Project Mission and Background

The client was the second largest travel management company in North America with offices in 20 countries and 4,700 associates worldwide. The company's core business was serving corporate, government, military, leisure, meetings and incentives clients.

When Lewis & Fowler associates arrived, there were no documented project management processes and procedures. Projects were managed by different teams and project managers, none of which reported to the Project Office. The level of sophistication ranged from vendor methodologies to ad-hoc efforts. There was no uniformity in how projects were being managed — project communications were poor and projects rarely ever completed on time.

Challenges

The customer needed to gain control over its IT projects. Millions of dollars were being spent, but the customer was unable to derive value from these projects. The immediate need was to gain control of the existing projects. The next need was to develop a methodology so future projects were managed in a repeatable, successful manner.

The Solution

Working with the Project Office Director, the Lewis & Fowler Senior Project Manager began documenting Project Office best practices: PM handbooks, templates, etc. After the initial review of the documents, the customer and the Senior Project Manager determined the company's culture could not support this level of project management. With this in mind, a methodology conducive to the client's culture was implemented. It consisted of project management fundamentals: scope statement, project plan, issue log, risk log, and budget.

The project management methodology was quickly accepted at the management level. The biggest concern—the PMO was going to implement a bureaucracy—was addressed via the minimalist approach. The IT Development and Operations organizations were slower to accept the methodology. However, after successfully completing two projects, within a 90-day timeframe, these teams insisted on using the new methodology for every project.

Benefits

The first project, using the new methodology, was completed in 30 days. It was a support transition effort that had started 18 months earlier, but had never been completed. The new methodology allowed the impacted teams to focus on the necessary tasks, and were held accountable for their completion. Other projects that had been in perpetual development, for three years, were completed in six months. New projects were now subjected to budgets and timelines, giving the company's management an improved understanding of costs, deliverables, and timelines.

About Us

Lewis & Fowler is a professional consulting firm focused on delivering business impacting results to corporations throughout the United States.

8310 South Valley Highway Suite 300 Englewood, CO 80112 303-524-1610 www.lewisandfowler.com



- + Second largest travel management company in North America
- + Company needed to gain control, and derive value from its IT projects
- + Project management methodology put in place allowing stalled projects to move forward, and future projects to succeed

